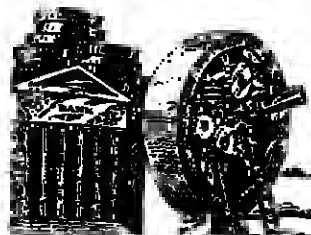


FINANCIAL TIMES

Poland
Confirming
democracy

Page 2



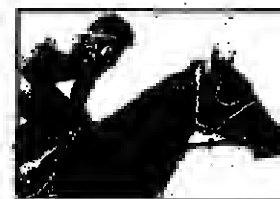
Credit risk
New tools for
measurement

Page 13



Afghanistan
Taliban stopped
in its tracks

Page 6

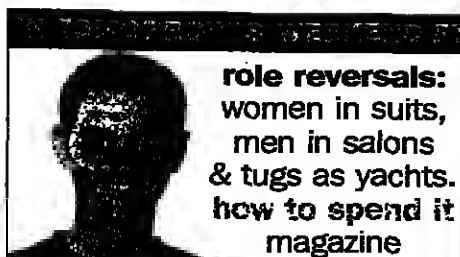


FT WEEKEND
Racing into
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TOMORROW

World Business Newspaper <http://www.FT.com>

FRIDAY APRIL 4 1997



role reversals:
women in suits,
men in salons
& tugs as yachts.
how to spend it
magazine

Guilty verdict in \$1.2bn BCCI loan fraud trial

Abbas Gokal, former chairman of the Gulf Group shipping empire, was convicted in London of a \$1.2bn fraud on the depositors of the failed Bank of Credit and Commerce International, the largest single fraud in British history. He will be sentenced on May 6. Page 14

S Korea accused of trade barrier: The European Union threatened to take South Korea's "fragility" campaign to the World Trade Organisation, saying it amounted to a non-tariff barrier against foreign consumer products. President Kim Young-sam last summer called for less "luxurious consumption" to help cut the country's record current account deficit of \$24bn. Page 14

German industry boosts: Industrial production in Germany rose by a seasonally adjusted 1.9 per cent in February, making up for January's 1.5 per cent weather-induced decline and bringing the year on year increase to 7.1 per cent. It raised hopes that the economy could be back on a growth path. Page 2

Chirac backs Czech Nato entry: French president Jacques Chirac told Czech leaders that France would do everything possible to help the Czech Republic become a member of Nato by 1999 and of the European Union by 2000. Slovaks object to Czech entry. Page 2

Coca-Cola Amati, the Australian-based beverage company, is acquiring the soft drinks operations of San Miguel in the Philippines, adding a "fourth leg" to operations that already cover Australia, Europe and Asia-Pacific. Page 15; Lex, Page 14

Okinawa row builds in Japan: The Japanese cabinet endorsed a controversial proposal to allow it to compel the leasing of land in the southern island of Okinawa to the US military, against bitter opposition to the bases from residents. Page 14

Bangladesh cites 36 in market fixing: Trading on Bangladesh's stock exchange came to a halt after judges ordered the arrest of 36 brokers and officials for allegedly manipulating share prices during a six-month bull run that took the Dhaka index from 700 points to 3,700. Thousands of investors lost their savings in a November crash that saw the index plunge 1,200 points in hours. Page 4

Beijing goes unleaded: China will ban the sale of leaded petrol in Beijing from July 1 to reduce pollution, converting 299 filling stations to unleaded. Next year it will ban vehicles using leaded petrol. Motor vehicles have quadrupled in the capital to 1.1m in 11 years.

Albanian footballers seek asylum: Spain said eight players and a trainer from an Albanian football team, believed to be the national under-21 side, had requested asylum.

Sweden raises refugee exit bonus: Sweden has offered a five-fold increase in its maximum payment of \$1,000 to refugee families who agree to return home. It has some 125,000 refugees, many from the former Yugoslavia.

JP Morgan, the blue-chip US bank, has been censured by US bank regulators for the handling of its relationship with Sumitomo Corporation, the Japanese trading company which lost \$2.6bn in illicit copper trading last year. Page 15

Caterpillar, the world's leading manufacturer of earth-moving equipment, announced a joint venture in China's Shanxi province to produce castings for diesel engines.

Dubai coup for US jockey: American Jerry Bailey rode English-trained Singpiel to victory in the world's richest horse race, the \$4m rail-delayed Dubai World Cup. Bailey, who won the race last year on Cigar, brought Singpiel home ahead of US-trained entries Siphon and Sandpit.

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STOCK MARKET INDICES	
New York: Dow Jones Ind. 4470.55 (+48.45)	London: FTSE 100 4214.5 (+22.01)
NASDAQ Composite 1207.77 (+6.17)	Nikkei 225 15,123.31 (+157.79)
Europe and Far East	
CAC 40 2914.52 (+15.79)	
DAX 3215.24 (+36.87)	
FTSE 100 4214.5 (+22.01)	
Nikkei 15,123.31 (+157.79)	

US LUNGEY RATES	
Federal Funds 5.75%	
3-mth Treasury Bill 5.249%	
Long Bond 5.4%	
Yield 7.074%	

OTHER RATES	
UK 3-mth Interbank 5.4%	
UK 10 yr Gilt 5.95%	
France 10 yr OAT 5.6%	
Germany 10 yr Bund 5.7%	
Japan 10 yr JGB 5.6%	

NORTH SEA OIL (Anglo)	
Brent 17.30	
Dated 17.30	

GOLD	
New York: COMEX 347.4	
London: Gold 348.25	
DOLLAR	
New York: DOLLAR 1.5453	
DM 1.5453	
FF 5.815	
SFR 1.4310	
Y 122.845	
London: £ 1.5453	
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SFR 1.4310	
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Tokyo: £ 1.5453	
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Y 122.845	

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US food poisoning hits Mexican trade hopes

By Nancy Dunne in Washington and Daniel Dombey in Mexico City

Mexican hopes for an early expansion of the North American Free Trade Agreement (Nafta) were set back yesterday as it became clear that the US had suspended rules allowing Mexican huses to take passengers across the border, citing safety and environmental reasons.

Opponents of Nafta have argued that food grown in Mexico, which they say could have been irrigated by polluted water or have come into contact with pesticides, could contaminate the US food supply.

But Mr Jaime Zabludovsky, Mexico's deputy trade minister, said the strawberry scare could not be used as an excuse for protectionism.

US officials have not determined whether the strawberries were contaminated when they were picked in Mexico or processed in the US. The virus can be transmitted through human waste, by food han-

dlers with poor hygiene or through tainted water or ice. "All it takes is one sick worker in the field and you have contaminated a batch of strawberries," said Mr Ray Gilmer of the Florida Fruit and Vegetable Association.

Investigators said shipments of the berries had gone to southern California, Arizona, Georgia, Iowa and Tennessee. They urged consumers not to panic.

German chancellor wants to oversee introduction of single currency

Kohl says he will stand for re-election

By Ralph Atkins and Peter Norman in Bonn

Chancellor Helmut Kohl of Germany last night announced he would seek re-election next year to oversee the introduction of the planned European single currency and the expansion of Nato.

The early decision ended speculation about his future and signalled his determination to tackle domestic difficulties and to ensure Germany would meet the Maastricht treaty criteria for European economic and monetary union.

Mr Kohl - 67 yesterday and already Germany's longest-serving post-war chancellor - acknowledged the depth of the country's economic problems, saying it would "be difficult" to achieve the Maastricht criteria on schedule. But in his interview with ARD television, Mr Kohl insisted: "We will achieve both - the date and the criteria."

Monetary union is due to start in January 1999. He also backed away from his aim of halving Germany's unemployment level of 4.67m by 2000, although he expected strides to have been made towards the goal.

Mr Kohl's announcement, made while on holiday in Bad Hofgastein, Austria, should end jostling within the Bonn coalition between possible successors, which had provided a distraction in recent months.

It will put pressure on the opposition Social Democratic Party (SPD) to name its candidate for chancellor in federal elections due in autumn 1998.

"I'm standing because I believe it is my duty in the current situation," Mr Kohl said. But he left open the question of whether he would serve a full four-year term after 1998.

Mr Wolfgang Schäuble, the parliamentary leader of Mr Kohl's CDU/CSU, who was tipped as a successor, described the move as a "good decision", saying Germany needed a leader with authority and "considerable power to push things through".

The SPD said it would stick to its plans to nominate its candidate next April after elections in Lower Saxony, which will provide a test for Mr Gerhard Schröder, the state's prime minister and a possible rival to Mr Oskar Lafontaine, the SPD leader.

The SPD warned that the chancellor risked endangering the German consensus supporting European monetary union by considering cuts in welfare to meet the Maastricht criteria for public deficits.

It accused the government of creating uncertainty over whether the Maastricht timetable would be achieved and added that the treaty allowed room for exceeding the criteria in exceptional circumstances.

The SPD also warned that unless a commitment by European Union states to a job creation package was included in revisions to the Maastricht treaty, the SPD would not vote for its ratification.



German chancellor Helmut Kohl yesterday after saying he would stand for a fifth term. Picture: AP

Mr Kohl cannot afford to ignore the SPD because it dominates the Bundestag, the second parliamentary chamber. Mr Theo Waigel, finance minister, has faced a stalemate recently in negotiations over tax cuts seen by the government as important for stimulating Germany's economy.

Mr Waigel has also inflamed relations by suggesting that more welfare benefits might have to be cut. But Mr Kohl appeared to distance himself from Mr Waigel's remarks, saying "income support has absolutely nothing to do with the Euro".

Trimming social benefits was needed to create incentives to work, he said. The chancellor said the decision on his future was conditional on support from his party.

Editorial Comment, Page 13
Observer, Page 13

Airbus partners are urged to retain own plants

By Michael Stappinger, Aerospace Correspondent

Aerospatiale of France is pressing for Airbus Industrie to be turned into a union of national aircraft makers, rather than a European organisation controlling all its own manufacturing and research and development.

French observers say Aerospatiale is arguing that the four companies which own Airbus - the others are Daimler-Benz Aerospace (Dasa) of Germany, British Aerospace and Casa of Spain - must retain some of their own manufacturing and research facilities if they are to persuade their governments to invest in future aircraft.

These views will put Aerospatiale in conflict with BAE and Dasa, which want Airbus to take full responsibility for manufacturing. The four agreed last year to abandon Airbus's status as a "Groupe-ment d'Intérêt Economique" and turn it into a limited company, but left unresolved which of the partners' factories would be transferred to it.

The French company has also dismissed a suggestion by BAE that future Airbus executives be appointed without regard to nationality and that headquarters be used to find them. The managing director of Airbus has traditionally been French and the chairman of the supervisory board

Continued on Page 14

Wallenberg to be replaced by Barnevik at Investor

By Greg Mcivor in Stockholm

Mr Perry Barnevik, one of the most respected figures in international management, is to head investor, the main holding company of Sweden's Wallenberg industrial empire, and spearhead the company's planned expansion abroad.

He will replace Mr Peter Wallenberg, Sweden's most powerful industrialist and head of Investor, who will step down as chairman of Investor.

Mr Barnevik, chairman of ABB, the Swedish-Swiss engineering group which is half-controlled by Wallenberg, forged ABB into a global engineering leader following the 1988 merger of Sweden's Asea with Brown Boveri of Switzerland.

Mr Wallenberg said yesterday that Mr Barnevik's international experience would be valuable to Investor's planned expansion. Investor, whose interests are mainly domestic,

wants to invest up to 10 per cent of its capital outside Sweden. It is seeking to reduce its exposure to cyclical industries in favour of technology and media stocks.

In 1993, Investor's future was clouded by debts of \$1bn and a recession which plunged several of its leading companies into losses. A restructuring drive helped to overcome the debts. The successful flotation last year of a large stake in Scania, the Swedish truck-maker, raised Investor's cash pile to about SKr10bn (\$1.3bn).

The withdrawal of Mr Wallenberg from Investor is a milestone in the transfer of power to the fifth Wallenberg generation, represented by his son Jacob and nephew Marcus.

On his 70th birthday, last year, Mr Wallenberg relinquished directorships of Wallenberg-controlled companies - bar Investor. He stressed that he would remain chairman of the family foundation which controls Investor. He

intends to continue consultancy work on Investor's behalf.

Family interests include dominant stakes in Ericsson, the telecommunications group; Electrolux, the appliance maker; Astra, the pharmaceuticals group; SKF, the ball-bearing manufacturer; and Stora, the forestry group.

Early this year, it was announced that Mr Leif Johansson, chief executive of Electrolux, a Wallenberg company, would head the Swedish motor group Volvo. However, speculation that this signalled increased Wallenberg influence over the carmaker was tempered by the appointment of a Volvo executive as chairman.

Mr Barnevik stood down as ABB chief executive at the beginning of the year, but remained as chairman. He recently became the first non-American appointed to the board of General Motors, the US car group.

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Slovaks object to Czech Nato entry

By Vincent Boland in Prague

Slovakia is trying to obstruct Czech membership of Nato by claiming that Prague is refusing to discuss outstanding issues arising from the "velvet divorce" of the two countries.

"One of the conditions for Nato membership is the settlement of outstanding problems with neighbours," an official statement released this week said. "We therefore consider it necessary to draw the attention of Nato member states to the fact that the Czech Republic has not fulfilled this condition in relation to the Slovak Republic."

The government was referring to disputes over gold reserves, cross-ownership of banks, and the ownership of Czechoslovak national treasures following the split at the end of 1992. The Czech Republic "does not negotiate" on these issues, the statement said.

Nato sources queried Slovakia's interpretation of the criteria for membership. While prospective members were encouraged to settle disputes with neighbours, there was no set list of conditions to be met before joining. "I don't think this [dispute] is going to block or reduce Czech or Slovak chances of joining Nato," one source said.

Mr Václav Klaus, the Czech prime minister, is due to discuss Nato membership in Brussels on April 14. Mr Pavol Hanzlík, the Slovak foreign minister, is due to hold similar talks on April 17 but there is widespread belief that Slovakia will not be invited to join in the first wave of expansion, expected to be announced in July at a Nato summit in Madrid.

Diplomats said questioning by Mr Vladimír Mečiar, the Slovak premier, of Czech claims to membership was an attempt to blame external causes rather than internal instability for Slovakia's almost certain failure to be included.

Slovakia's political instability is the main reason for its exclusion. The country's turbulent transition to democracy has been characterised by the prime minister's long-running political battle with President Michal Kováč, who, though holding a neutral office, is now the *de facto* leader of the opposition. A close relationship between the Slovak and Russian secret services that some western observers suggest has military intelligence implications is also seen as an obstacle in the country's path.

"Slovakia will not join Nato this time because it is not seen as a reliable ally," a diplomat from a Nato member country said. Though membership remains the main foreign policy goal, Mr Mečiar's true stance is ambiguous. A referendum is to be held next month in which voters will be asked whether they favour accession, and if they want nuclear weapons and foreign troops on Slovak soil.

Opinion polls suggest most Slovaks do not want nuclear weapons or foreign troops on their soil. A constitutional ban on nuclear or conventional forces could complicate eventual Slovak membership. One observer said the referendum showed the government's confusion on what the attitude to Nato should be and said it was "a contradiction of what Nato is about".

Nato expansion, Page 12

Re-start of stalled lending programme is vote of confidence for the economy

IMF resumes \$10bn for Russia

By Chrystia Freeland in Moscow

The International Monetary Fund is set to re-start a stalled \$10bn lending programme to Moscow, in an influential vote of confidence in the Russian economy and President Boris Yeltsin's recently appointed government team.

After three days of meetings with senior leaders in Moscow, Mr Michel Camdessus, IMF managing director, yesterday announced the decision, describing it as "an important development" which could set the stage for strong, sustained growth and low inflation in Russia next year.

"I have decided to recom-

ment to go ahead with the second tranche of this agreement," Mr Camdessus said, referring to the 1997 stage of the three-year loan programme which the IMF began to disburse last year.

In recent months, the programme had run into trouble because of IMF concerns over poor rates of tax collection. Those objections led to the suspension of three monthly tranches of the loan, worth about \$10m.

The personal intervention of Mr Camdessus, who has staked much of his reputation on Russian reforms, appears to have swept away these blocks.

Mr Camdessus said no immediate decision had been taken about the suspended

tranches. But by giving the green light to the overall programme for 1997, the IMF chief sent a signal to investors and politicians that in the near future, the Fund's money will again begin trickling into Russia.

Mr Camdessus insisted a final agreement with Russia and renewed disbursement of the loan would be contingent on the Kremlin keeping its promises to pursue structural reforms and toughen its efforts to boost revenue collection.

Underlining the IMF's view that an unwieldy tax system is one of the chief weaknesses of the Russian economy, Mr Camdessus said that concrete govern-

ment moves to reform the tax code would be one important pre-condition for a re-started flow of money.

"I must tell you that the government has accepted the transmission of the tax code to the State Duma [parliament] he a prior action to the disbursement by the IMF," he said. "They accept that we don't start paying them before they have completed this work."

Mr Camdessus, who has been a cheerleader for the Russian reform effort since its outset, praised the new government line-up brought in last month by Mr Yeltsin.

"It is for me a matter of even bigger satisfaction to see, to have met, a team totally committed to this effort of stabilisation and

reform," Mr Camdessus said. But the IMF chief spoke out strongly against the close connection between business and government, a trend which has emerged sharply over the past year and sparked some of the most intense attacks on the Kremlin by the opposition.

"I hate to see too many entrepreneurs in the ante-chambers of ministers," Mr Camdessus said. "You cannot build a market economy on this basis. This is why I call for an arm's-length relationship between enterprises and the government."

"Progress must be made in this country in this respect. I want to go on record as insisting on that today in Russia."

Swedes and Danes to form 'Medicon Valley'

By Hilary Barnes in Copenhagen

Companies, hospitals and universities in Sweden and Denmark yesterday united to promote the area either side of the narrow stretch of water between them as "Medicon Valley" - a region for medical related industries. The concept's promoters hope the new 16km road and rail bridge linking Copenhagen, the Danish capital, with Malmö in Sweden - due to open in 2000 - will help development of a medical-industrial complex, acting as an engine for regional development.

Yesterday the Medicon

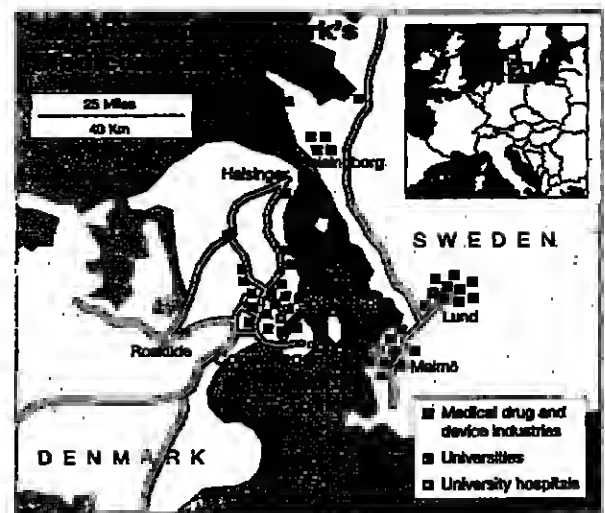
Valley Academy was set up in Copenhagen with a board comprising academics, hospital directors and industrial executives from both sides of the sound, and an initial budget of DKK20m (\$3m).

"The academy's job is to put us on the world map," said Mr Per Beltrage, dean of the medical faculty at the University of Lund, in Sweden. It has been set up to promote the region as a centre of medical and bio-technological research and production, and to attract international investment. The academy's founders hope that the bridge will boost contacts across the sound and that the industrial-scientific com-

munities will benefit from cross-border stimulation.

There are two large universities in the area - Copenhagen and Lund - three university hospitals, and about 40 pharmaceutical and medical-technical manufacturing companies with export production value close to \$4bn employing a total of about 100,000 people.

Many prominent Scandinavian medical technology and bio-technology companies are based in the area, including Gambro, the Swedish company renowned for dialysis equipment; most of the research and manufacturing facilities of Astra, the Swedish pharmaceuticals com-



pany, and Novo Nordisk, the Danish insulin and industrial enzymes group. Mr Beltrage said Medicon Valley Academy would seek to establish an electronic bridge across the sound - a "virtual Øresund University" - to exchange ideas and experience.

As well as marketing the area internationally, it would set up a regional technology transfer office to support the industrial exploitation of research.

New constitution divides Poles

Parties are split over stewardship of democracy, writes Christopher Bobinski

A parliament dominated by the political heirs of Poland's communist era approved a new democratic constitution for the country this week.

The democratic reforms it is designed to underpin were introduced by the anti-communist Solidarity movement which peacefully toppled the old regime in 1989. Its supporters deeply resent the fact that these principles are being enshrined by former communists.

A referendum on the new constitution on May 25 therefore promises to become a politically fraught dry run for parliamentary general elections in September.

Current opinion polls indicate that the country is split 70 per cent in favour and 30 against.

The new constitution, designed to replace the much amended communist-era document enacted in 1952, guarantees many of the social rights promised by the old regime, including free basic education and health care and state responsibility for social insurance and encouragement of house-building and job creation.

In a reflection of the post-communist commitment to market reforms and macro-economic stability, however, the new constitution also caps the public debt at 60 per cent of gross domestic product and forbids the central bank from financing the budget deficit. It also establishes an independent Monetary Council, headed by the central bank governor, which will assume responsibility for monetary policy.

The honour of placing before parliament a new constitution which "confirms the values and principles of the democratic state which lies at the root of the North Atlantic Alliance (Nato) and the European Union and are common to the western democracies", fell to Mr Aleksander Kwasniewski, the current president.

He was a youthful member of the last communist administration and played an important role in the peaceful transfer of power to the Solidarity movement. At the time it looked like the end of his political career. But after introducing painful market reforms, the anti-communist



Kwasniewski: placed new constitution before parliament

Solidarity alliance split.

First it lost the 1993 election, then its candidate, Mr Lech Wałęsa, was defeated at the 1995 presidential elections.

Nearly 30 per cent of the electorate, those who voted for small right-wing parties which failed to clear the 5 per cent entry hurdle, found themselves excluded from parliament. They are determined not to repeat the mistake this time around.

The opposition is centred on Solidarity's well-organised trade union wing, led by Mr Marian Krzaklewski, a 47-year-old graduate from the industrial district of Silesia with a doctorate in computer sciences. He masks his middle class origins with populist rhetoric.

His movement is currently at the heart of Solidarity Political Action (AWS), an alliance of rightwing

political parties which is determined to wrest power from the Democratic Left Alliance (SLD) and its reluctant Peasant party allies. Opinion polls show AWS and SLD running neck and neck with around 25 per cent support each.

Mr Krzaklewski's AWS is allied to the nationalist Movement for Poland's Reconstruction (ROP) led by a former prime minister, Mr Jan Olszewski. Both are openly contemptuous of the new constitution. They say it fails to make a clean break with the communist past or to acknowledge fully the role of religion and the Roman Catholic Church in shaping their nation's destiny.

They also warn that clauses allowing for Polish entry into the EU and Nato could be misused to derogate sovereignty to other groupings.

Other critics add that the constitution fails to enshrine property rights or the right of trade unions to be consulted on incomes and other government policies.

Defenders of the draft passed this week say it essentially seeks to safeguard the basic freedoms and enshrine the constitutional practices of the past seven years. It reduces the power of the presidency and defines how executive powers are shared between the government, answerable to a parliament elected by proportional representation, and the president.

The president retains special responsibility for defence and security policy but there is no attempt to secure the decisive shift in executive power to the presidency once demanded by Mr Wałęsa, the Solidarity hero and former president.

The failure of Poland's successive parliaments to pass a new constitution until now stems from the resistance of most of the political class to Mr Wałęsa's stubborn campaign, when in office, to enhance his powers at the expense of parliament and the government.

To the dismay of the Polish still influential Roman Catholic church the constitution does not ban abortion. Despite the hopes of the right-wing opposition parties looking for electoral support from the church, the bishops are currently keeping their heads below the political parapet.

Next week Mr Kwasniewski goes to Rome to see Pope John Paul, who plans another visit to his native land at the end of May. Before then the bishops hope that progress will be made on parliamentary ratification of the Concordat, a treaty signed with the Vatican in 1993 which recognises the Church's rights in Poland.

The delay in ratification is mainly due to opposition from a strong anti-clerical faction in the SLD. If the pragmatic Mr Kwasniewski could bring the anti-clericals around and deliver the Church a deal on the Concordat, however, the pay-off could be less opposition to ratification of the constitution.

Bonn details financial services plan

By Peter Norman in Bonn

The Bonn government's plans to modernise the country's financial services sector moved a step forward yesterday with the publication of a 392-page "discussion draft" of a bill to expand fund management in Germany and encourage risk capital formation.

Mr Jürgen Stark, state secretary, finance ministry, said more than 100 provisions of the "third financial market promotion law" would improve competitiveness of the German economy and help the country's financial sector compensate for the loss of the D-Mark after adoption of the euro, the European Union's planned

single currency. The bill will be discussed with banks, stock exchanges and business lobby groups before it is sent to the cabinet "as soon as possible," Mr Stark said.

The government wants the legislation to take effect at the beginning of 1998, although it will first need to pass both houses of the Bonn parliament, including the Bundesrat, controlled by opposition-dominated state governments.

Key aspects of the bill were outlined by Mr Theodor Weigel, finance minister, in parliament in February. Yesterday, in a reflection of growing concern in Germany over weaknesses in the state pay-as-you-go pen-

sion system, Mr Stark said the bill would set the legal framework for a new type of "targeted fund" in which people could invest for extra income in their old age.

He said the finance ministry's plans were distinct from those of Mr Hans Eichel, Social Democrat prime minister of Hesse, who on Wednesday said he was considering legislation to encourage a system of pension funds to augment the state system.

The planned law would permit tracker funds, funds with fixed terms, would give increased scope for fund managers to use securities repurchase agreements (repos), and ease restrictions on investments in closely

held companies and property. The government also intends to restructure investor protection arrangements. This is to increase investor confidence in German financial markets and improve the competitiveness of financial intermediaries.

While some penalties, including those for giving bad investment advice, would be eased, others, including fines for producing misleading prospectuses, would be increased.

The discussion draft includes many measures to deregulate Germany's stock markets, with the aim of making it easier to obtain a stock exchange listing and increase the competitiveness of securities trading.

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EUROPEAN NEWS DIGEST

Albania force 'in two weeks'

Mr Bashkim Fino, Albania's embattled prime minister, received assurances yesterday that a multinational force approved by the United Nations and led by Italy would be deployed within two weeks. Mr Fino discussed details of the deployment, which will attempt to protect a humanitarian relief operation, at meetings in Athens with Mr Franz Vranitzky, the Organisation for Security and Co-operation in Europe's special envoy for Albania, and Mr Hans Van Mierlo, foreign minister of the Netherlands, which holds the European Union presidency.

Italy and France will provide most of the 5,000 troops being sent to Albania, with smaller contingents from Greece, Spain, Turkey, Romania, Hungary and Slovenia. The force will guard the ports of Durrës and Vlorë as well as Tirana airport and guard convoys distributing supplies across the country, including southern provinces still under the control of armed rebels. *Karin Hope, Athens*

Russian 'torture' attacked

Amnesty International yesterday condemned what it called the systematic and widespread use of torture by law enforcement bodies in Russia and said President Boris Yeltsin was partly to blame. The London-based human rights organisation issued a report detailing cases of alleged torture of suspects and prisoners and urged the Russian government to stamp out the practice.

Ms Mariana Katzarova, author of the report, said: "Torture happens in police custody, in pre-trial detention, prisons and the army." She said the homeless and members of ethnic minorities such as Chechens faced the greatest risk. *Reuter, London*

Turkish 'crime ties' confirmed

A report by a Turkish parliamentary investigating committee yesterday confirmed suspected links between organised crime, politicians and the powerful security establishment. Parliament will not make the 3,000-page report public until next week, but press reports say the committee has supported demands by prosecutors for parliament to lift the immunity from prosecution of two MPs.

Parliament set up the committee after a senior policeman and a wanted gangster were killed in a car accident last year. *John Barham, Istanbul*

Doubts on UK gelatine

European Union scientists yesterday expressed doubt about the safety of British gelatine, raising the prospect of the EU ban on the beef by-product being reinforced. The scientists, meeting in a food safety committee, said it was impossible to guarantee that gelatine was completely safe from BSE, or mad cow disease.

Mrs Emma Bonino, the EU food safety commissioner, said she would ask the Commission to take the scientists' views into account "in re-examining its decision concerning the partial and conditional lifting of the ban on gelatine exports from British bovine products". The Commission eased the ban on gelatine - used in food, cosmetics and medicines - on June 11 on condition that tough processing rules were observed. *Reuter, Brussels*

Dutch 'head for growth'

The Netherlands, one of Europe's best-performing economies, should experience still faster growth this year and at least maintain it in 1998, according to the government's Central Planning Bureau. In its annual economic plan, out yesterday, the agency said gross domestic product growth, 2.76 per cent last year, was expected to reach 3 per cent in 1997, touching 3.3 per cent next year.

Growth would be export-led, as the country's competitive position benefited from a recent softening of the guilders against the dollar and sterling; projections assume an average rate of £1.50 to the US dollar (£1.69 last year). Non-energy exports are forecast to rise 5.8 per cent this year (7.3 per cent in 1996), with the rise in imports plateauing at 5.5 per cent. The CPB warned: "Because of strong competition, the possibilities for achieving higher profit margins on exports are limited."

Personal consumption, up 3.1 per cent last year when it was a main spur to growth, is expected to fall back to 2.3 per cent. *Gordon Cramb, Amsterdam*

Deutsche Post contract

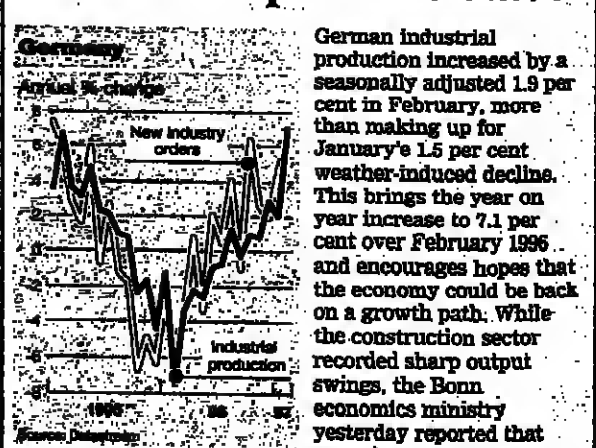
A Bonn court yesterday granted a temporary order upholding a contract between Deutsche Post, Germany's mail service, and a subsidiary of TNT, the Australian parcels group taken over last year by KPN of the Netherlands. Deutsche Post attempted in February to end prematurely the contract to organise traffic between 38 centres in Germany because TNT had been taken over by an "aggressive" competitor. Yesterday's order allows talks on a possible solution between the two sides. TNT described the ruling as an "important step" towards ensuring the contract ran until March 2000. *Ralph Atkins, Bonn*

Malta to raise \$315m

Malta's new Labour Government is to raise £120m (\$315m) to pay back unpaid bills left by the previous Nationalist administration. The money will be raised by issuing new government bonds, Mr Alfred Sant, Malta's prime minister, said. The move, combined with improved tourist receipts and new construction projects, will nudge the economy into renewed action. Malta's gross national product would continue to grow at 4.5 per cent, Mr Sant added. *Godfrey Grima, Valletta*

ECONOMIC WATCH

German output rises 7.1%



German industrial production increased by a seasonally adjusted 1.9 per cent in February, more than making up for January's 1.5 per cent weather-induced decline. This brings the year on year increase to 7.1 per cent over February 1996, and encourages hopes that the economy could be back on a growth path. While the construction sector recorded sharp output swings, the Bonn economics ministry yesterday reported that manufacturing output rose an adjusted 1.1 per cent in February after a 1.5 per cent in January, "continuing the marked upwards movement of recent months". February's manufacturing orders also gave the ministry cause for cheer. Although orders, adjusted for inflation and normal seasonal changes, rose just 0.2 per cent compared with January, there was a 1.8 per cent recovery in hitherto lacklustre home orders.

Manufacturing orders in January and February combined rose by about 2 per cent compared with November and December. *Peter Norman, Bonn*

Spanish producer prices fell 0.1 per cent in February from January, but were up 0.6 per cent from a year earlier, the National Statistics Institute said. *Madrid, AFP*

Madrid confident of being in the first wave when euro is launched

Spain aims for big cut in deficit

By David White and Tom Burns in Madrid

Spain aims to reduce its public sector deficit to "a bit below" 2 per cent of gross domestic product in the year 2000 as part of the convergence plans which it is due to present to the European Union, Mr Rodrigo Rato, economy and finance minister, said yesterday.

The plan covering economic targets for the next three years is expected to be approved by the centre-right cabinet later this month.

Mr Rato said in an interview it would include "a steady reduction" of the deficit. The government is trying to bring the figure down this year from 4.4 per cent to 3 per cent to fulfil requirements for joining the EU single currency at its planned start-up in January 1999.

He brushed aside suggestions the government might need to adjust its budget in the year in order to meet the target, but said it had prepared contingency plans in case this became necessary. "A Plan B always exists," he said, but added: "At the moment there are no signs that the budget will be in difficulties. We do not have cause for worry."

However, he admitted the budget target was now regarded as the toughest of the monetary union criteria for Spain to meet, and would need constant vigilance.

Tax cuts, promised by the Popular party in the run-up to last year's general election, would do anything he "could," he said.

"The government was working on 'two scenarios' - a freezing of tax rates or a slight reduction by the end of its four-year term. Income tax reform was meanwhile planned next year, aimed at

simplifying the system. A recent sharp slowdown in inflation had boosted confidence that the average rate for the year would be at most 2.5 per cent, just within the expected target range. "This is no longer a criterion that worries us excessively," he said.

The convergence plan was likely to project a further fall in inflation to "close to 2 per cent" in 2000, he said, combined with sustained economic growth.

Mr Rato said recent indicators supported the government's aim of a roughly 3 per cent growth rate this year. Public debt would fall from its current level of 66 per cent of GDP, but was expected to remain above the EU target level of 60 per cent at the end of the three-year period, Mr Rato said.

Along with its convergence targets, Spain would also send to Brussels an outline of its plans for liberalising the economy, including its tax reforms and changes in labour regulations based on a union-employer agreement, which is still under negotiation.

He made clear that Spain was not prepared to consider an agreed postponement, along with other southern EU countries, of membership of the first wave of countries to embrace the euro.

"The treaty is very clear," he said. "Those that fulfil the criteria go in and those that do not stay out."

"Spain has no intention of taking a decision on French proposals for an informal 'probability council' to co-ordinate economic policies in the future euro-zone," Mr Rato said. "The plan, which he discussed last week with Mr Jean Arthuis, his French counterpart, could cause a rift among members."

Accord near on Emu selection timetable

By Emma Tucker in Brussels

European Union finance ministers are this weekend expected to finalise the timetable under which the first batch of single currency entrants will be selected.

Most member states hope the detailed discussions of the countdown to monetary union will dispel rumours that the scheduled launch of January 1 1999 may have to be delayed.

The ministers are expected to agree to a timetable which puts the date for

selecting EMU entrants in late April 1998. This would have the double benefit of allowing EU leaders to base their decisions on confirmed 1997 figures - rather than predictions - while also taking into account 1998's sluggish economic trends.

It is now widely accepted that Spain, France and Germany will struggle to meet the Maastricht treaty criteria for public deficits this year. Next year's improving figures would help heads of state to play down any overshoot of the Maastricht criteria resulting from poor

1997 economic performance.

The meeting, in the Dutch seaside resort of Noordwijk, will be seen as a crucial test of member states' commitment to the 1999 target launch date, which has been called into question by leading European economists and politicians recently.

Speculation reached new levels after German unemployment soared to record levels of nearly 4.7m at the beginning of the year.

But in spite of efforts to quash talk of delay, tensions over whether "stopping the clock" may be necessary

will lurk beneath the surface. While most countries are still committed to a January 1 1999 launch date, some, including Britain and Italy, believe a delay may be desirable.

Mr Kenneth Clarke, British finance minister, attacking what may well be his last "Ecofin" meeting, believes a delay would be preferable to launching the single currency before countries' economies have converged.

Last week Mr Lamberto Dini, Italy's foreign minister suggested a delay in the

launch of economic and monetary union by one year to January 1 2000 would be desirable.

According to Mr Yves-Thibault de Silguy, EU monetary affairs commissioner, the Commission and the European Monetary Institute would be able to present their joint recommendations on which countries meet the Maastricht targets in mid-March next year.

A further six weeks would be needed to consult national parliaments and the European parliament. Ministers are also expected

to resolve the final details of the so-called stability pact, designed to enforce fiscal discipline among countries which adopt the new currency.

Under the system, countries which run excessive deficits after adopting the euro will face fines of up to 0.5 per cent of annual output. Germany, the Netherlands and the Commission want fines to be applied cumulatively, while most other member think 0.5 per cent should be an absolute ceiling even if a deficit persists over several years.

Greek utilities fail to get right recruits

Kerin Hope finds slow progress as state-owned groups look to the private sector for senior staff

Greece's attempt to recruit senior executives from the private sector to restructure public utilities and ailing state-owned transport corporations is making painfully slow progress.

A year after the Socialist government launched the scheme, only one out of 30 projected appointments has been made.

Mr Giorgos Goulas, a former Greek air force officer who worked for Saab, the French defence electronics supplier, took over in February as managing director of Hellenic Aerospace Industry, which carries out repairs and maintenance for the Greek air force.

He was the first chief executive appointed under legislation passed last year to eliminate political interference and introduce international management standards at state corporations.

A government official said the law was aimed at "ending a pernicious practice of patronage appointments running state-owned companies often without any qualifications other than their ties to the governing party."

The law also calls for setting quantitative targets for each corporation that can be used to assess the managing director's performance. To ensure that managers cannot be sacked or penal-



Vasso Papandreou, Greek development minister, had to be dissuaded from appointing relation of union leader



Akis Tsochatzopoulos, defence minister, had to be dissuaded from appointing relation of union leader



Yannis Papantoniou, economy minister, has to persuade colleagues of merits of professional managers

ised because of a change of government, it provides for five-year contracts and performance-related salaries.

However, cabinet ministers have been reluctant to give up the privilege of appointing chief executives. Procedures for selecting advisers to fix Greek managers with international experience have been delayed.

And some qualified managers are unwilling to run state corporations because of fears that the powerful public sector unions will oppose their efforts at restructuring. Mr Goulas's appointment

was the first success for the economy minister, Mr Yannis Papantoniou, who has the task of persuading his cabinet colleagues that professional managers are needed to overhaul the state corporations and so help reduce the public sector deficit.

Kantor Management Consultants, the Greek affiliate of Arthur D. Little and the government's adviser on finding a chief executive for the aerospace company, recommended Mr Goulas for the job.

But Mr Akis Tsochatzopoulos, the defence minister,

found managing directors through a lengthy headhunt process, took over the Public Petroleum Corporation (DEP), the state holding company for oil refining and trading in petroleum products.

He will oversee DEP's restructuring ahead of the planned flotation of 10 per cent of its equity on the Athens stock exchange at the end of the year.

Mr Tzellas claims that he is willing to resign once DEP's flotation is completed but says his appointment is justified, "because there are very few big private companies in Greece, which means there isn't a pool of senior managers available to run big state corporations with thousands of employees".

At the Public Gas Corporation (DEPA), which is preparing a \$700m project to set up privately operated commercial and household distribution networks in Greece for Russian natural gas, the managing director's job went to Mr Savvas Papadimitriou, a senior executive with Hellenic Technodomiki, a private Greek construction company, who has long-standing ties with Pasok.

Development ministry officials claim that both companies are so far behind schedule with privatisation that time cannot be spared to

find managing directors through a lengthy headhunt process, took over the Public Petroleum Corporation (DEP), the state holding company for oil refining and trading in petroleum products.

Because privatisation is still a politically sensitive issue, managers with links to Pasok are more likely to avert a potentially disastrous clash with the unions, they add.

Greece's biggest company, OTE, the state telecommunications monopoly, still lacks a managing director with international experience after the failure of Kantor's efforts last year to find a senior telecommunications executive who could also speak Greek.

Mr Petros Lambrou, a former Pasok treasurer in the Greek mining industry, will remain in charge this year and supervise the flotation of a second tranche of OTE on the Athens stock exchange.

The law is being revised so that candidates are no longer required to have experience in the same sector as the corporation's activities but must have spent five years as a senior executive in a large international company.

This change may help speed appointments at other state corporations, such as the loss-making Hellenic Railway Organisation and the water and sewage companies, where the process of finding new managing directors has not yet started.

NEWS: WORLD TRADE

Keep politics out of trade, HK commerce chief pleads

Yue warns trading partners not to make life difficult for the territory after Chinese takeover, writes Guy de Jonquieres

It is an article of faith among Hong Kong government officials that, whatever happens after the territory reverts to China this year, commercial business will go on as usual. That credo is never invoked more vehemently than in relation to international trade, the linchpin of Hong Kong's prosperity.

Ms Denise Yue, trade and industry secretary, insists Hong Kong will continue after July 1 to pursue its own trade priorities and policies, free from interference by Beijing. Her biggest concern is that its independence could be compromised by the attitudes of trading partners.

"Although we have not given them any justification, any proof, they are already operating on the basis that we will not be able to run our own international trade relations, that we will not be making our own decisions, but will be listening to mainland China."

Among the disturbing signs, she says, are recent reports that some European governments expect Hong Kong, which is a member of the World Trade Organisation,

to act as a mouthpiece for Beijing, which is negotiating to join the body.

Such suspicions, says Ms Yue in an interview, risk undermining the economic autonomy guaranteed by the handover agreement. This specifies that Hong Kong will remain a separate customs territory, which will keep its border with China and the authority to police trade with the mainland.

She insists Hong Kong will continue to argue its case vigorously in the WTO, even after China enters. "I can already envisage occasions when Hong Kong and mainland China will have very different and opposing standpoints in the WTO, simply because our commercial interests dictate it."

She expects Hong Kong's cross-border enthusiasm for free trade to find few echoes in Beijing, particularly when it comes to liberalising services - one of the main sticking points in China's WTO accession negotiations.

Though Hong Kong has a say in the fate of the WTO, it has opted for a back seat role, leaving the hard bargaining to the US, the EU and other members. Ms

Yue says China must fully respect WTO rules, but readily acknowledges that having it in the club would make life easier for Hong Kong.

Hong Kong owes its ranking as the world's ninth largest exporter to China's exploding international trade, almost half of which passes through the territory. Much of it is generated by plants in China owned and managed by Hong Kong companies, which today do most of their basic manufacturing across the border.

While Hong Kong profits from this gateway role, it is also frequently caught in the cross-fire of trade conflicts between China and other countries. "We are not a party to these disputes, but the hard economic reality is that our interests are damaged by them," Ms Yue says.

As a WTO member, China could better defend itself against unfair discrimination by resorting to WTO dispute settlement procedures. At least as important, membership promises to secure China's

access to the US market by ending the annual struggle in the US Congress over renewal of its Most Favoured Nation status.

Some in Washington want to make China's MFN status permanent this year. But they face strong opposition in Congress, where many members believe the most effective way of ensuring that China handles the Hong Kong handover responsibly is to keep open the threat to revoke its trade privileges.

Ms Yue rejects that argument. "Sometimes, the road to hell is paved with good intentions," she says. "Hong Kong needs economic stability more than ever at this time of the handover. The surest way to upset that stability would be for the US to remove China's MFN trade status."

Such a move, she says, would have a "catastrophic" impact on Hong Kong, halving its annual growth rate. It would also violate what she considers a cardinal principle - that trade issues should be dealt with on their merits and not linked to the achievement of purely political objectives.



Yue: 'Give us a level playing field after the transition'

In the name of that principle, Hong Kong will continue to campaign for free markets and hammer away at trade barriers, such as the anti-dumping measures used by the US and EU to penalise low-cost imports.

The territory expects its trading partners to do it no

special favours because of the forthcoming handover of sovereignty, Ms Yue says. "We are not asking for blind faith. All we ask of them is not to look at Hong Kong through coloured glasses and genuinely to give us a level playing field after the transition."

WORLD TRADE NEWS DIGEST

Vietnam issues port licence

A consortium of Belgian, US and Thai investors said yesterday they had received a licence from Hanoi to develop the first phase of a \$1bn port and industrial zone development in northern Vietnam.

International Port Engineering Management (IPEM), US insurer American International Group (AIG) and Asian Infrastructure Development, a Thai concern, said they would start work immediately on building an industrial zone at Dinh Vu, on the mouth of the Red River, near Haiphong.

The \$80m licence allows the group to develop a 92ha industrial park, a 145ha port to complement the existing French-built Haiphong port and a residential complex. Further phases would result in the construction of a deep sea port capable of handling vessels of up to 30,000mt.

The project aims to take advantage of expected rapid economic growth in northern Vietnam.

Until recently, the industrial south has been the fastest growing part of the country and has attracted most foreign investment.

Jeremy Grant, Hanoi

Kvaerner wins Arctic deal

Kvaerner John Brown has been selected to oversee the development of the Tedin oil field in the Timan Pechora region of the Russian Arctic.

It will be the second western-financed oil project in the area, which contains a number of undeveloped discoveries from the Soviet era.

The Polar Bear consortium developing the field includes Northern Petroleum, a UK company, Archangelgeologoboycha, the local geological group, and Geoil, another Russian company.

Phase one will cost around \$60m, which includes initial production facilities and a pipeline linking the site to the main export line from the region. The partners are expected to rely on project finance from multinational agencies for about 70 per cent of the project's cost. Northern is expected to make a placing in London in the summer to raise the remaining funds.

Robert Corzine

UK group wins power contract

National Power of the UK has won approval to build and operate a \$1.6bn coal-fired power plant in central Java in Indonesia. National Power will have a 30 per cent stake, as will the Tomen trading company of Japan, PT Bakrie and PT Maharam Paramitra of Indonesia will have the remainder.

Robert Corzine

Singapore buys new cranes

The Port Authority of Singapore has spent \$535m on 46 new cranes for its Pasir Panjang terminal, state television said yesterday. The new terminal, in western Singapore, is to begin operations early next year. The cranes can load and unload the latest generation of ships while new overhead bridge cranes will be the world's first remote-controlled yard cranes. Productivity is expected to rise by at least 30 per cent.

Rosier, Singapore

Correction: Valeo

We incorrectly reported yesterday that Valeo, the French auto components group, had formed a joint venture with Shanghai Automotive Electrical Works to produce car starter motors.

Botched privatisations in water, telephones, and power hamper growth, says World Bank official

Poor nations 'need infrastructure investors'

By John Barnham in Istanbul

Developing countries must attract heavy private investment to upgrade their infrastructure and so lift themselves out of poverty, a senior World Bank executive said yesterday.

Mr Jean-Francois Richard, a World Bank vice president, said only "countries with a superb infrastructure" would benefit from an increasingly interconnected global economy.

Mr Richard, who was

addressing a Financial Times-sponsored conference on infrastructure in Istanbul, warned: "If you are not 100 per cent reliable as a country or as a company, business will go elsewhere."

He placed heavy emphasis on the importance of high-quality and low-cost telephony, noting that flawed privatisations of telephone companies in some countries had created private monopolies that prevented any significant drop in

long-distance and international charges.

The World Bank emphasised the importance of attracting private-sector finance and management to infrastructure because few public sector utilities were able to deliver a package of sufficient quality and value for money.

There are about \$700bn-worth of privately-financed infrastructure projects under way around the world, with about 1,700 companies active in a field that ranges from

water management to telephony to power. However, Mr Richard reports: "Their number is going up very fast."

He emphasised the importance of introducing as much competition as possible into privatised utilities and transport networks to ensure low prices and high levels of service.

An efficient regulatory mechanism run by a small group of professionals should also be established before sell-offs. Breaking up

monopolies or tightening regulations after privatisation was very difficult.

The World Bank says only 15 countries - Chile, Argentina and Hungary are examples - have carried out exemplary privatisations and established satisfactory regulatory systems. There are 25 countries, including Turkey, that are only now starting out on the privatisation of infrastructure. However, Africa has fallen far behind, with few cases of reform.

NEWS: ASIA-PACIFIC

The chase is on for a banking licence, the biggest incentive to groups planning a link-up

Thai finance companies keen for mergers

By Ted Berdacke in Bangkok

On the first day after Thai financial authorities announced a plan to provoke a wave of mergers among the country's bloated finance sector, six companies took up the offer.

Together with the forthcoming disappearance of Finance One, the country's largest finance company, a consolidation of Thailand's financial services industry is well under way.

Nava Finance & Securities said it would merge with CMIC Finance & Securities and Thaimex Finance & Securities. At least three other unlisted finance companies will join the group in its pursuit of a commercial banking licence, the biggest incentive offered to merging finance companies.

Even among finance company executives there is little doubt

most of the companies in the sector, which often group businesses as diverse as rural car hire, purchase and international corporate finance, simply need to disappear. They had arisen, after all, out of a need to bring order to previously unregulated transactions.

"Finance companies are a historical anomaly, highly anachronistic," says Mr Weera Manakong-trecheep, managing director of Sitca, a leading finance company. Companies would either have to find a particular market niche or merge with other financial institutions. "Otherwise they're finished, they won't be able to compete", he says.

Consolidation will also be healthy for the Thai economy as a whole, Mr Amnuay Viravan, finance minister, said in an interview. With funding costs for finance companies often double

that of commercial banks, they were tempted to lend to high-risk projects which inevitably failed when the economy stopped growing rapidly year by year.

Now access capital will be used more wisely, which, along with central bank pledges to give liquidity to support to merging institutions, will reduce the risk of systemic collapse in the future.

"The financial markets and financial institutions need overhauling, a restructuring of the system. That's what we are doing," said Mr Amnuay.

Mr Graham Catterwell, head of Thai equities at Deutsche Morgan Grenfell, predicts that when the merger wave is over, only about a dozen finance companies out of the present 50 will remain.

"But it's not going to be easy," says Mr Catterwell. "It's going to be messy, take time, be unpleasant and face resistance in every

form you can imagine. But if there wasn't resistance, it wouldn't be for real."

The chief difficulty will be assessing the real asset value of merging institutions, a process that if done well – and it must be if the mergers are to avoid merely creating a few big troubled institutions out of a lot of little ones – will cause paper fortunes to be lost through write-downs.

Thai Danu Bank, which will take over Finance One, says it believes Finance One's good assets could be just over half the finance company's stated book value. Thai Danu further says it can absorb less than 30 per cent of the \$800m Finance One has lent to property developers. Some of these, probably the government's property bailout fund, will have to take over the rest. Then there is the question of fate, and the prospect of losing it.

"Pride and our business culture are a big factor," said Mr Weera. "No one wants to see a business they built up go down. It's going to be difficult for many to come to terms with the new conditions."

Making this more difficult are the myriad cross-ownership deals with friends, family and foreign partners. In yesterday's merger, for example, CMIC is affiliated with Thai Farmers Bank and places trading orders for Merrill Lynch, while Nava's parent company is Thai Military Bank, with whom it owns Standard Chartered Securities.

Yet the central bank holds the ultimate weapon that can overcome all these obstacles. Analysts predict that for companies which refuse to merge it will continue to raise capital adequacy standards and make provisioning requirements so high they will go bankrupt or be forced to sell out.

They will also be unable to rely on future emergency support from the central bank and will not have foreign equity stakes above the present 25 per cent limit approved – another carrot dangled by the central bank.

The level of foreign participation in the new scheme may eventually help determine how much the merger wave ends up promoting competition in the revamped and expanded banking sector.

If foreigners decide to take large stakes, competition will be enhanced. But there is the possibility that many of the merging institutions, which had started to assert some independence and put competitive pressure on Thailand's commercial banks, will end up being controlled by the banks once again, "leaving the old banking clique firmly in charge," as in the words of one finance company executive put it.

Judge orders arrest of 36 Dhaka brokers

By Edward Luce and Samar Iskander in London and Mark Nicholson in New Delhi

Trading on Bangladesh's stock exchange came to a complete halt yesterday after a judge ordered the arrest of 36 leading brokers and officials for allegedly manipulating share prices.

The arrest warrants, which include the names of Mr Imtiyaz Hossain, chairman of the Dhaka stock exchange, and Sobel and Salman Rahman, co-directors of the country's largest conglomerate, comes in the wake of the market's collapse since it reached a record last December.

Observers say that the seniority of the names on the list suggests that the Awami government is serious about cleaning up the image of the Bangladesh stock market. Mr Salman Rahman is thought to be close to the Awami League. "If they really decide to clamp down there really will not be much of a capital market left," said the editor of a Bangladeshi newspaper.

Among those charged are a senior official at SES, a local brokerage co-estab-

China 'set to open far-west oil field further'

Rising oil import bill is prompting change of heart, write David Murphy and Tony Walker

China appears to be weakening in its traditional reluctance to allow foreign companies a bigger part in what has been portrayed as one of the world's last great "oil plays".

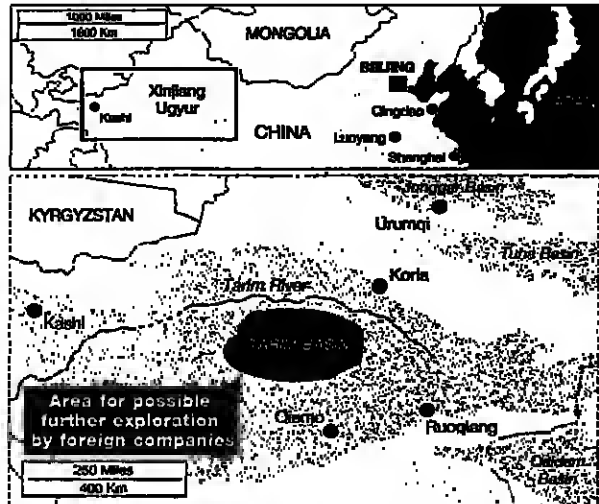
A fast-rising oil import bill may be prompting a change of heart about further opening up the Tarim basin in far-west Xinjiang province.

Some foreign companies are sceptical, particularly at a time of heightened nationalist sentiment in China. But one with high hopes is the Japan National Oil Corporation.

Japan, which worries that the fast-growing Chinese demand for oil will force up the price, is leading efforts to help China discover more oil. It was Japan that engineered a meeting among industrialised countries from the oil price shocks of the 1970s.

Mr Masatoshi Watanabe, chief representative in Beijing of the JNOC, says "very hard and delicate negotiations" are nearing completion on new exploration areas in the Tarim basin.

The talks are about blocs in the centre of the Tarim not open to foreign companies where scientific information is promising.



"We think this is the right time to participate in the Tarim basin," said Mr Watanabe.

China produces about 3m barrels of oil a day, but has become a net importer in the past few years. It now imports 400,000 b/d, about 15 per cent of its needs.

Unless substantial new deposits are tapped, imports are set to rise five-fold by 2010. Even if it is able to increase domestic production, it would take some

time for new finds to be brought on stream, especially from the Tarim, which is 3,700km from the national oil grid at Lianyungang in central Honan province.

China produced 156m tonnes of crude oil last year, up about 5 per cent on the year before. But the economy is growing at about 10 per cent a year.

China's unwillingness to open up more has cooled enthusiasm among the world's big oil companies, many of which were once

excited about the Tarim region. Under agreements negotiated in 1993, foreign companies were restricted to five blocs on its southern fringes, possibly one of the least promising areas of the region. Exploration efforts have yielded little and companies are pulling out.

British Petroleum stopped work in early 1995. In 1996 an Amoco-led consortium dropped out of third-round bidding for Tarim blocs. Exxon declined to comment

on industry reports that it would soon pull out.

The chief representative in Beijing of a foreign oil company which quit the Tarim said: "We are not in Tarim because it is not clear to us that there are large fields to be found out there."

Chinese companies last year extracted about 4.3m tonnes from the Tarim basin, a fraction of the national total. Xinjiang, which has witnessed increased nationalist troubles recently among its Mos-

lems, has received vocal support from its fellow-members of the Association of South-east Asian Nations (Asean), but none is willing to be drawn further into the problem as the waters are disputed only by Vietnam and China.

Diplomats say Beijing may have agreed to the talks merely as a way of silencing Vietnamese protests while buying time for further exploration.

The rig's exploration activities are being seen as further evidence that China is determined to take its search for energy sources ever further afield, in order to provide the fuel for its continued rapid economic growth.

South China Sea between Hainan Island and Vietnam – is in its waters and that its activities are beyond reproach.

Foreign companies complain that the China National Petroleum Corporation, which is responsible for negotiating new exploration agreements, has been unduly selective in providing seismicological information.

"CNPC must open up more areas and provide more data if they want to make the Tarim basin attractive to for-

ign companies," said the representative of a US oil company.

But Japanese success in negotiations for more prospective areas may prompt a change of heart in an industry which tends to be fickle. The recent establishment of a third oil company, the China National Star Petroleum Corporation, is also regarded by foreign companies as promising.

Star, as the new corporation is known, will "commercialise" the activities of oil bureaux and research institutes under the ministry of geology and mineral resources. It is already negotiating with foreign companies the sale of data from prospective areas, including the Tarim basin.

One of the aims behind the establishment of a "third" oil exploration company to join CNPC and the China National Offshore Oil Corporation is to enliven a sector whose results have been disappointing. Interest among foreign oil companies may be about to swing back towards the Tarim basin, although time has been wasted in what has proved a fruitless search in marginal areas.

lished by Peregrine, the Hong Kong-based investment bank. Peregrine, which is the largest foreign brokerage in Dhaka, set up SES as a vehicle to enable it to trade in Bangladeshi shares.

Foreign investment houses said the market, which had tripled in value since the Awami League came to power last June, was rigged by insiders for their own profit. "Almost everybody from the exchange board to the companies listed on the market was involved in this scam," said a foreign broker yesterday.

The bull market was fuelled by the creation of an informal "kerb trading" system where unregistered brokers illegally sold shares at inflated prices to the public on the payments inside the exchange. The Bangladeshi courts suspect that many of the exchange's 90 member brokers orchestrated the "kerb market" for their own benefit.

The shares were usually sold at a premium of up to 20 per cent over the official listed price. The share index frequently rose by 15 per cent overnight. The "kerb market" also spurred trading in forged share certificates.

But after the market started to slide last December, foreign investors who sold their shares to local brokers found that the trades were unilaterally cancelled. As a result foreign investors have lost an estimated \$20m through unsettled trades.

"This [refusal to settle accounts] is unprecedented," said one foreign broker. "In all emerging markets trades can sometimes take weeks or even months. But eventually they always settle."

At least one foreign institution has written to the ministry of finance expressing "grave concern". One banker even said his company was contemplating withdrawal from Bangladesh in the light of heavy losses.

Analysts say the government has been forced to take action in the face of political agitation by the 5,000-10,000 shareholders who lost money after buying shares on the "kerb market".

ASIA-PACIFIC NEWS DIGEST

Taiwan-China shipping route

Taiwan and China are poised to resume direct shipping links after a hiatus of nearly half a century. Taiwan authorities yesterday said ships could cross the Taiwan Strait in mid-April, or as soon as transport ministries from both sides approve shipping company applications.

China on Wednesday approved five Chinese shipping companies for direct cross-strait sailings, including China Ocean Shipping, a national carrier, and four companies based in China's south-eastern Fujian province. Taiwan's transport ministry said approval of the five Chinese shipping lines would be granted soon after receipt of the applications. The two sides reached a breakthrough on the issue of direct sea links in February, when private shipping groups from each side agreed to restore direct links on a limited basis.

Taiwan has said it will allow ships direct cross-strait routes as long as they are owned mainly by Chinese, Taiwan or Hong Kong interests and fly the flag of Hong Kong or a third country – not communist China's red five-star flag.

Laura Tyson, Taipei

Attempt to calm HK row

Mr Leung Chun-ying, a Hong Kong property surveyor, sought yesterday to calm a row over his appointment to a task force to tackle the territory's housing shortage, offering to disclose details of his business dealings to the Democratic Party.

The Democrats, the largest group in Hong Kong's legislature, say his appointment means a conflict of interest. They have warned that setting up of policy task forces by Mr Tung Chee-hwa, Hong Kong's future leader, risks undermining the civil service.

Mr Leung said he had given full details of his business activities to Mr Tung, who will become the territory's chief executive in July.

John Riddings, Hong Kong

Manila plans investment boost

The Manila government yesterday launched its investment plan for 1997, highlighting export-oriented industries, infrastructure, agriculture and the southern region of Mindanao in an attempt to improve on last year's 17 per cent investment growth to 395bn pesos (\$15bn). Last year, the country reported export growth of 24 per cent and gross domestic product up 5.5 per cent. The government says it aims to disperse industry in the countryside and improve the global competitiveness of local agriculture.

Justin Marazzi, Manila

Leaders fear exposure of links with party

Hanoi seeks to keep lid on banking turmoil

By Jeremy Grant in Hanoi

Mr Cao Si Kiem was every inch the unflinching central banker yesterday as he greeted World Bank officials in a wood-paneled chamber of the former colonial Banque de L'Indochine, now the State Bank of Vietnam.

The group was there to sign a \$195.6m credit to upgrade part of Vietnam's dilapidated national highway.

But his apparent calm was out of step with tremors that are shaking the political system over the equally sorry state of the country's banks.

The industry was rocked last week when two executives were arrested in Ho Chi Minh City for their alleged involvement in a bank loans scam. An appeal court also upheld the death sentence for four businessmen in the so-called Tamexco affair.

Yet on Wednesday, the reformist prime minister, Mr Vo Van Kiet, barely touched on the debt-ridden banks in a speech opening the latest session of the National Assembly.

Last week, a landmark banking law was unexpectedly scrubbed from the assembly's agenda. Speculation over a possible banking crisis was further fuelled when the authorities issued bizarre rules aimed at clamping down on media reporting of the banking sector.

Diplomats say these

events point to fears in the communist leadership that further revelations may expose the extent of debt at the banks. But they may also fear exposure of the byzantine business links between the party and the four state-owned banks.

That would come at an awkward time for the communist leadership, which is pre-occupied with settling personnel succession questions.

"They are afraid of more corruption scandals [being exposed] because some in the party are implicated. The first thing they have to do is decide on the changing of the guard, then act on banking reform," said one European diplomat.

State-owned banks account for 70 per cent of the banking sector and continue to lend to loss-making state-owned enterprises.

Both maintain strong links to the party and deals between banks and such companies arise as a result of personal relationships rather than sound credit assessment. In such cases, officials routinely pocket transaction fees of up to 3 per cent of loan amounts.

Discussion of the banking law in the increasingly critical National Assembly would have risked unacceptable exposure of such links.

"It's certainly something of a Pandora's box," said one western economist. However there are still

Britain sets up deal to end Tamil conflict

By Amal Jayasinghe in Colombo

The UK has brokered an historic agreement between Sri Lanka's two main political rivals in an attempt to end the country's Tamil separatist war which has killed over 50,000 people, officials said yesterday.

The deal, brokered by Mr Malcolm Rifkind, the British foreign secretary, and his deputy, Mr Liam Fox, will set the stage for bringing the separatist Liberation Tigers of Tamil Eelam (LTTE) to the negotiating table, officials said.

The deal makes no mention of Britain, the former colonial ruler of Sri Lanka, underwriting peace in the republic, or getting involved in the conflict as a third-party mediator.

British diplomats have been working behind the scenes on a deal for seven months. Sri Lanka had previously rejected Britain's offers to mediate, saying third-party intervention was unnecessary.

Under the deal, President Chandrika Kumaratunga and her arch-rival, Mr Ranil Wickremesinghe of the United National Party (UNP), yesterday exchanged letters pledging a common approach to the ethnic conflict, which has been a huge drain on economic resources, and the opening of peace talks with Tamil Tiger guerrillas.

Mr Lakshman Kodirgamar, Sri Lanka's foreign minister, said the landmark deal between the opposition and the government was "an important and valuable step" to bring peace in Sri Lanka.

"This is a step in a long road," Mr Kodirgamar said. "It deserves to be welcomed widely by our people and by the friends of our country."

Sri Lanka spends about 6 per cent of its gross domestic product to finance the struggle against the LTTE, which is leading the guerrilla war to set up an independent homeland in the island's north-east.

Talks between the government and the LTTE ended in failure in April 1995 with the rebels' unilateral pulling out of a ceasefire.

Diplomats and analysts were sceptical about an early resolution to the conflict, especially at a time when Tiger rebels had lost considerable territory to government forces in the island's north-east.

There was no immediate reaction from the rebel Liberation Tigers to the latest peace moves.

The ruling party and the opposition in Sri Lanka, who represent the majority Sinhalese community, have traditionally differed on their approaches to resolving the ethnic conflict. The opposition had always opposed any moves to grant concessions to minority Tamils.

The bottom line...

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Shane Curran, Director, GT Global.

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IN BRIEF

Apple may seek 'white knight'

Apple Computer may be seeking a "white knight" to fend off a potential hostile takeover bid, Silicon Valley industry executives said, following reports that the company might again be in talks with Sun Microsystems. Page 17

Lucent profits double expectations
Lucent Technologies, the telephone equipment company spun off by AT&T a year ago, marked its first anniversary as an independent company by announcing that net profits in its second quarter would be more than double the figure expected. Page 17

Berna in 'largest' copper, gold find
Berna Gold, the Canadian producer, has found what could be the largest gold and copper deposit in Latin America. Berna and partner Arizona Star said tests at the site in Chile indicated the deposit contained 24.8m ounces of gold and 6.4m pounds of copper. Page 17

Sumitomo Bank cuts profit forecast
Sumitomo Bank, one of Japan's leading banks, warned that weakness in the Tokyo stock market would erode its year-end profits. The bank has revised down its forecast to ¥50bn (\$406.5m). Page 16

IMI to acquire TA Hydronics
IMI, the engineering group, further strengthened its building products division with the \$97m (\$154.2m) acquisition of TA Hydronics, a Swedish valve maker. Page 20

Générale des Eaux back in the black
Générale des Eaux, the French utilities, construction and communications group, returned to the black with 1996 income just above expectations at FF1.95bn (\$347m). Page 18

World wheat stocks to remain low
Wheat stocks are expected to remain at a historically low level according to forecasts from the International Grain Council, the body which monitors the grain market. The IGC is predicting world production at 683m tons. Page 28

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Chief price changes yesterday

FRANKFURT (DEM)		PARIS (FFr)	
Alcatel	900 + 10	Accor	736 + 11
Alcatel	3170 - 51	Accor	702 + 17
Alcatel	1219 - 47	Alcatel	646 - 33
Alcatel	607.19 - 20	Alcatel	625 - 15
Alcatel	526 - 28	Alcatel	320 - 8.9
Alcatel	446.5 - 11.5	Alcatel	1903 - 205
Alcatel	741 - 28	Alcatel	
LONDON (Pence)		TOKYO (Yen)	
Alcatel	2814 + 29	Alcatel	189 + 24
Alcatel	4074 + 29	Alcatel	854 + 28
Alcatel	3314 + 29	Alcatel	585 + 18
Alcatel	494 - 29	Alcatel	633 - 37
Alcatel	884 - 44	Alcatel	140 - 25
Alcatel	354 - 29	Alcatel	345 - 25
LONDON (Pence)		TOKYO (Yen)	
Alcatel	694 + 134	Alcatel	3.7 + 0.42
Alcatel	388 + 44	Alcatel	18.0 + 0.5
Alcatel	325 + 18	Alcatel	
Alcatel	8224 - 36	Alcatel	32.8 - 1.0
Alcatel	12019 - 38	Alcatel	175.5 - 1.75
Alcatel	1964 - 18	Alcatel	20.6 - 1.0
TOKYO (Yen)		TOKYO (Yen)	
Alcatel	9.5 + 1.4	Alcatel	25.5 + 2.0
Alcatel	1.2 + 0.3	Alcatel	31.25 + 2.75
Alcatel	2.2 + 0.3	Alcatel	34.25 + 2.75
Alcatel	18.0 - 1.0	Alcatel	40.5 - 4.5
Alcatel	4.25 - 0.65	Alcatel	61.0 - 8.0
Alcatel	3.5 - 0.55	Alcatel	134.0 - 16.0

New York and Toronto prices at 12.30pm.

CCA in \$2.9bn Philippines deal

By Nikkai Tait in Sydney and Justin Marozzi in Manila

San Miguel swaps soft drinks business for shares

Coca-Cola Amatil, the Australian-based beverage company, is acquiring the soft drinks operations of San Miguel in the Philippines, adding a "fourth leg" to CCA's operations which already cover Australia, Europe and Asia-Pacific.

The \$2.9bn (\$2.9bn) share deal will in turn give San Miguel, the Philippines' largest food and beverage company, a 35 per cent stake in CCA, making it the Australian company's second-largest shareholder after Coca-Cola.

Mr Roberto Goizueta, chairman and chief executive of Coca-Cola, said the deal marked the beginning of a new

era for the group in Asia. "The combined strengths and expertise of both parties will create one of the world's most powerful bottling systems," he said. CCA said the deal should "add immediately and substantially to earnings and growth prospects".

Coca-Cola has a very strong market position in the Philippines. The Philippines soft drinks business - known as Coca-Cola Bottlers Philippines Inc - is 70 per cent owned by San Miguel, while the Atlanta-based Coca-Cola group holds 30 per cent. Its annual sales are around \$1.2bn and in 1996 it made an after-tax profit of around \$144m. The Philip-

pines is the sixth largest market for Coca-Cola products worldwide.

Under the deal, CCA will issue 283m shares to San Miguel and Coca-Cola. Yesterday CCA shares rose 75 cents - almost 6 per cent - to \$12.7, valuing the transaction at around \$3.72bn.

For CCA, the Philippines business will rank just behind Australia and Europe in dollar sales. In 1996, CCA's sales were around \$1.35bn in Australia, and \$1.72bn in continental Europe. Its Asia-Pacific operations, which include Indonesia, Fiji and New Zealand, had sales of \$935m.

The deal means San Miguel

loses control of its most profitable business - CCBPI contributed 39 per cent of group net income in 1996 - but Mr Francisco Elizmendi, president of San Miguel, said the move was in line with its internationalisation strategy. It was moving from controlling 70 per cent of a domestic market of 68m to a 25 per cent stake in a market covering 17 countries with a population of 448m. The merged group had combined sales of \$3.7bn last year and operating income of \$438m.

"This is a super deal because there is the feeling that San Miguel is getting too big for the Philippines," said Mr Noel Reyes, vice-president of Anso-

Hagedorn Securities in Manila. "This will allow it more access and more deals." The group said based on 1996 earnings CCA was paying a premium of 24 times.

San Miguel said it had already been in discussions with Coca-Cola to take the franchise for western India and the enlarged group would now be looking at finalising it. "It's a different region and it's different politics but long-term that market is a slam-dunk with the sheer size of the middle class," a senior official said.

Over the past few years, CCA has built up its European operations through medium-sized acquisitions.

Lex, Page 14

JP Morgan censured in US over links with Sumitomo

By Tracy Corrigan in New York

J.P. Morgan, the blue-chip US bank, has been censured by US bank regulators for its handling of its relationship with Sumitomo Corporation, the Japanese trading company which lost \$2.6bn in illicit copper trading last year.

J.P. Morgan's chairman, Mr Douglas Warner, is believed to have signed a memorandum of understanding issued by the New York Federal Reserve, on behalf of the US Federal Reserve, and by the state banking authorities at the end of last year.

A memorandum of understanding is one action open to US regulators when banks fail to meet their criteria of safety and soundness.

Although regarded as a serious matter, a memorandum of understanding does not involve any financial penalties or public disclosure. An official at the New York Federal Reserve declined to comment.

J.P. Morgan was one of the US banks which helped finance the trading operations of Sumitomo's former chief copper trader, Mr Yasuo Hamanaka, known as Mr Five Per Cent for his dominance of the copper market. He has pleaded guilty to fraud in Japan.

J.P. Morgan lent Sumitomo about \$400m. It is not clear why J.P. Morgan should have been censured rather than other banks.

However, it is believed the criticism may relate to controls over trading, rather than to the loan to Sumitomo.

It is possible that the regulator may consider a loan by one bank to be appropriate and a loan for the same amount by another bank inappropriate, depending on the internal procedure followed.

Although other types of action such as fines are much more severe, the revelation is nonetheless an embarrassment to J.P. Morgan which prides itself on having a prestigious client list and squeaky-clean business.

J.P. Morgan has since restructured its base metals business, reducing the scope of its activities. Sumitomo had been by far the bank's biggest client, according to people in the market.

Dutch financial group aims to expand by focusing on market segments



ING chairman Aad Jacobs: giving a higher priority to Europe

ING to prepare for Emu with acquisitions

By Gordon Cramb in Amsterdam

ING, the large Dutch financial group which owns Barings in the UK, is seeking acquisitions in European investment banking to position itself for the arrival of economic and monetary union.

The company's annual report will tell shareholders next month that it intends to have a significant role in the euro market. To achieve this, it will strengthen its position through organic growth and acquisitions or strategic alliances.

ING intends to focus on market segments including employee benefits, corporate finance, treasury, clearing and asset management.

The insurance and banking group yesterday announced a 25.4 per cent rise in 1996 net profits to F13.32bn (\$1.7bn), at the top of analysts' expectations. Although ING has an extensive world network, Mr Aad Jacobs, chairman, said 70 per cent of earnings were derived from the Netherlands, which made it vulnerable to domestic downturns.

He indicated that Barings, the merchant bank for which it staged a F12bn rescue two years ago, was reaching its financial targets later than

hoped. ING Barings contributed F170m to the result and Barings Asset Management F150m, which "not quite satisfies what we envisaged". But the unit, which is being integrated with existing ING activities, performed better in the opening quarter of this year and was on course to generate F1200m profits for 1997.

Mr Hessel Lindenberg, the ING director who had been charged with turning Barings around, is from July to head implementation of the group's European strategy. His current responsibilities pass to Mr Marinus Minderhoud, head of corporate and investment banking.

ING lacks a significant banking presence in countries such as France and Germany, and failed five years ago to build a second home-market in Belgium, where it controls 20 per cent of Banque Bruxelles Lambert. Its biggest recent moves have been in eastern Europe, where its majority holding in Poland's Bank Slaski was consolidated from last August.

ING is paying a total dividend of F1.2 against F1.186, from earnings per share of F1.456 compared with F1.384. None the less, its shares fell F11 to F116.30.

Lex, Page 14

Disney offshoot to lead Internet news service

By Lisa Bransten in New York and Paul Taylor in London

A consortium of US-based media and Internet companies led by Walt Disney's ABC News unit is to launch a 24-hour-a-day Internet news channel in competition with a rival service set up last year by Microsoft and NBC, the TV subsidiary of General Electric.

ABC News, America Online, Netscape Communications and Starwave, a multimedia start-up led by Mr Paul Allen (a co-founder of Microsoft), plan to launch the online news service called ABCNews.com later this month.

As part of the deal, Walt Disney has bought a significant stake and will take operating control of Starwave, although Mr Allen will remain the largest shareholder and a director of Starwave.

ABCNews.com is the latest and perhaps most ambitious form of the "web broadcast."

ing" technology which is rapidly changing information delivery over the Internet and corporate intranets.

ABC plans to begin testing the service online on April 14, with an official launch around the end of the month. The service will be free to anyone with Internet access, but ABC hopes later to charge for some premium services.

"This will evolve day-by-day," said Mr Jeff Gralnick, the ABC News executive who is overseeing ABCNews.com. "If it's the same service on day two that it was on day one, then we're asleep."

The site's main advantage over rivals will be its distribution through AOL and Netscape which together get about 16m daily visitors to their online information and Internet web sites.

"These huge camps are readying their material for combat," said Mr Adam Schoenfeld, a senior analyst at

Jupiter Communications, a new media research firm. "It's all in the execution now. AOL has a lot of eyeballs at its disposal so the cross-promotional potential is huge."

But the venture has risks, not least because ABC is entering the market well after msnbc.com, the joint Microsoft/NBC web broadcasting venture launched last year, and CNN, the cable news channel which also has a strong online presence.

As Mr Bill Bass, a senior analyst at Forrester Research, noted yesterday, ABC does not have a 24 hour television news channel to feed information into the site. "ABC is playing catch-up," he said. "TV journalists are out used to thinking 24 hours and the web operation is a giant compared to the TV operations. It's hard to justify changing the operation of your TV news gathering operation to fit the whims of a very small online population."

UK insurer to cut a third of staff and close branches

By Christopher Brown-Humes in London

United Assurance, the home services insurer formed last year from a £1.46bn (\$2.32bn) merger between Refuge Group and United Friendly, is to shed a third of its staff and cut nearly 60 per cent of its branches, from 279 to 116.

It said the radical pruning - which went further than expected - would help save £27m a year.

Jobs in home services - sales through agents visiting customers' homes - will fall from 6,400 to 4,200 by the end of next year.

Mr George Mack, chief executive, said the scope for cost-cutting had been the main reason for the merger.

The group also revealed 1996 pre-tax profits of £178m, excluding £371.3m of exceptional



George Mack: essential cuts

The continuing general insurance operations performed disappointingly, dropping to a \$800,000 loss after a \$11.1m profit in 1995.

Mr Mack said the United Friendly and Refuge aimed to come together as one marketing group with a harmonised product range from August.

United said it was still considering how to share the costs and benefits of integration between shareholders and policyholders.

A final dividend of 12.6p makes 18p for the year, up 35 per cent. Earnings per share before exceptional rose to 36.1p from 36p. The group's embedded value at the year-end was £1.5bn, against £1.49bn in 1995, while shareholder funds jumped to £1bn from £543m.

Shares in the group rose 12p to 486p, underpinned by the promise of a progressive dividend policy and a yield of 4.7 per cent.

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COMPANIES AND FINANCE: ASIA-PACIFIC

Colonial releases flotation details

By Nikki Tait in Sydney and Christopher Brown-Humes in London

Colonial, the Melbourne-based financial services group, will become the second Australian life insurance group to complete its "decentralisation" when it lists on the stock exchange on May 19.

As part of the flotation, detailed yesterday, Colonial will issue 75m new shares. Its 550,000 policyholders - who were allocated shares and options in the revamped group in December - will also be able to either sell their holdings or buy more stock.

There will also be public and institutional offers for the shares and options which become available. A minimum of 115m shares and options - including the 75m new shares - will be guaranteed for institutional investors, and at least 40m set aside for non-Australia funds.

The public offer price is set at A\$2.60 a share, and this offer will close on May 2. Institutions will be asked to bid between May 14 and May 16, in an indicative range of A\$2.50 to A\$2.90. At the public offer price, Colonial has a stockmarket price-tag of about A\$1.5bn.

The company has been attempting to turn itself from a life office into a group ranging from banking and insurance to fund management.

It forecasts after-tax profits of A\$180m in 1997, after A\$120m in 1996. Total income is forecast to decline to A\$3.08bn in 1997 from A\$3.12bn, partly owing to lower investment income and a squeeze on net interest income.

The public offer will be restricted to Australia and New Zealand, and the shares will only be listed on these countries' exchanges.

Westpac makes bid for Bank of Melbourne

By Nikki Tait in Melbourne

Westpac Banking Corporation yesterday stepped up the pace of consolidation in Australia's banking sector, when it announced that it was making a A\$1.43bn (US\$1.12bn) agreed bid for Bank of Melbourne, the largest regional bank in Victoria state.

The deal is the third significant takeover announced by Westpac

since Mr Bob Joss, the former Wells Fargo executive, became chief executive in 1993 and the bank began to recover from its property-related losses in the early 1990s.

If the deal is completed, Bank of Melbourne will also be the sixth Australian regional bank absorbed into a larger group in less than two years. This process has been spurred partly by sharp-

ly increased competition in the home loans market - on which the regionals have tended to depend - and reduced lending margins.

Under the deal, Westpac is offering A\$9.75 for each BoM share, via a 90 cents a share special dividend plus either A\$8.85 in cash or one Westpac share and a cash top-up. The purchase will double Westpac's market share in Victoria to

more than 18 per cent, and nudge ANZ, with about 17.3 per cent, into fourth place.

Mr Joss said yesterday that, like Westpac's earlier acquisitions of Challenge Bank in Western Australia and Trust Bank in New Zealand, the BoM purchase was aimed at addressing an area of geographical weakness for the group.

Both Westpac and BoM were

vague about potential rationalisation. Mr Joss said directors would be looking to save at least 33-40 per cent of one bank's expenses.

The timing of the bid, meanwhile, immediately generated controversy. It comes days before an important report on the country's banking system, commissioned by the federal government, which is widely expected to make recommendations about mergers.

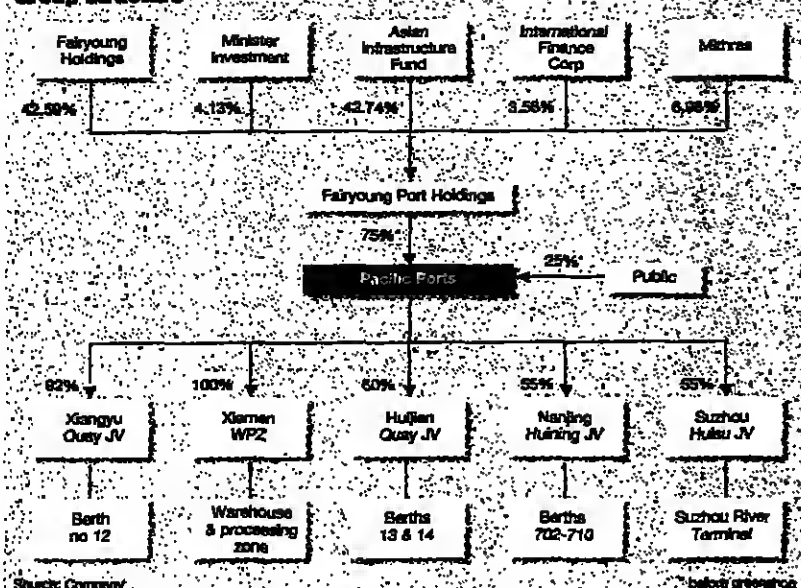
Mr Peter Costello, federal treasurer, stressed yesterday that Westpac's application to buy Bank of Melbourne - which needs his approval - would have to wait until the government decides on its response to the report.

Westpac shares closed 0.7 cents higher at A\$8.85, while those of Bank of Melbourne - which had been suspended on Wednesday - gained 70 cents at A\$9.50.

Fairyoung to spin off ports arm

Ship shape

Group structure



By John Riddling in Hong Kong

Fairyoung Holdings, the Hong Kong property and infrastructure group, is seeking to capitalise on the growth of regional maritime trade by spinning off Pacific Ports, its port operating division, in a share issue valued at between HK\$520m and HK\$650m (US\$67m-\$84m).

Pacific Ports' main shareholders, which include the Asian Infrastructure Fund, said the listing would be the first port infrastructure vehicle on the Hong Kong market. They said funds

raised through the issue would be used to expand the company's operations in China, notably ports at Xiamen, Nanjing and Suzhou. Mr Ted Rule, executive director, saw continued strong demand for container facilities in the region. Since 1988, container throughput in Asia has risen from less than 30m TEUs (twenty-foot equivalent units) to more than 60m TEUs.

Much of the growth has come from China trade, which has seen volumes passing through mainland ports more than double to almost 25m TEUs during

the period, straining port facilities.

Pacific Ports said prospects for its Xiamen facility had been further strengthened by steps towards a cross-straits shipping agreement between Taiwan and China. Shipping analysts estimate that direct links could lead to diversion of up to 1m TEUs of trade from Hong Kong, which currently acts as the entrepot for China-Taiwan trade. Improved economic relations would also generate new bilateral trade.

In addition to its existing mainland ports, the com-

pany said it was considering other investments in China and in Taiwan, India, North Korea, Indonesia and Vietnam. The Asian Infrastructure Fund said it would give Pacific Ports first refusal on port projects. A similar undertaking was given by Fairyoung.

Turnover in the first nine months of last year is estimated at almost HK\$40m. Because of investment costs, the group has yet to record a profit, but said it expected to do so this year.

The offer, which is underwritten by Peregrine and New China Hong Kong

Kong, is expected to be priced at between HK\$2.60 and HK\$3.24 a share. This represents a discount to net asset value of between 14 per cent and 28 per cent. Analysts said the pricing appeared aggressive compared with other recent infrastructure issues.

After the issue, and before a possible greenshoe option, the public will hold 25 per cent of the shares. The balance would be held by Fairyoung Port Holdings, in which Fairyoung and the Asian Infrastructure Fund would be the biggest investors.

ASIA-PACIFIC NEWS DIGEST

JAL revamp fails to cheer analysts

Japan Airlines, Japan's largest international and domestic carrier, yesterday announced further attempts to reduce costs and restore profitability in the face of growing domestic and international competition. Over the next five years JAL plans to streamline its structure, reduce non-core departments and switch to a performance-based salary system for management. The airline also intends to increase fleet strength, in an attempt to increase JAL's share of airport slots and services from Tokyo, and to bring in a domestic frequent-flyer programme, as well as putting more emphasis on Asian and Pacific-Rim destinations, with the opening of new routes including Tokyo-Hanoi.

However, analysts said the plan did not go far enough in reducing JAL's costs. "JAL needs to take much more of an axe to its costs. It should look harder at getting rid of unprofitable assets, for example speeding up the sale of loss-making hotels and resorts," said Mr Paul Smith at HSBC James Capel in Tokyo.

JAL has been pursuing restructuring plans since emerging from a string of losses between 1992 and 1994. It expects a recurring loss of Y20bn for the year to March 1997 on a parent basis.

Queen Robinson, Tokyo

Heinz NZ arm in disposal

Watties Foods, the New Zealand division of the US Elj Heinz group, has sold its Tip Top ice cream unit to Peters & Brownes, the diversified West Australian group, for an undisclosed sum. The division, one of the best-known names in New Zealand food, had been expected to fetch about NZ\$350m (US\$244m). Peters & Brownes said the purchase would create the largest single independent ice-cream maker in the southern hemisphere, with annual sales of more than NZ\$550m.

Nestlé, the world's second largest ice-cream maker, had been favoured to buy Tip Top. Nestlé hinted it would enter the New Zealand market on its own account if it failed to buy the unit, which was offered in an international tender. Tip Top was bought by Heinz in 1992 for NZ\$425m, when the US group took control of Watties Foods. The sale is part of Heinz's reorganisation, announced last month.

Terry Hall, Wellington

Caltex Philippines falls 20%

Caltex Philippines, the country's third largest oil group and subsidiary of Caltex Petroleum of the US, yesterday announced a 20 per cent drop in net profits from 1bn pesos in 1996 to 800m pesos (\$80.8m) in 1996, blaming the government's unpaid obligations to the company.

The Philippines government set up the Oil Price Stabilisation Fund as a buffer facility to shield Philippine consumers from price fluctuations on the world markets before the sector was fully deregulated in February. The government's obligations under this scheme to Petron, the largest oil group, Shell Philippines and Caltex total 2.5bn pesos.

Justin Marozzi, Manila

Bharat pleases with 34% rise

Bharat Heavy Electricals, one of India's largest engineering and manufacturing companies, surprised the market by reporting full-year profits sharply above expectations. The listed public sector company lifted net profit in the year to March 34 per cent to Rs4.68bn (\$130m).

Analysts said the results were about 20 per cent above market forecasts. Shares in the company jumped Rs21.75, or 6.5 per cent, to Rs351.75. Turnover for 1996-97 rose 19 per cent to Rs7.40bn, while earnings per share increased from Rs14.31 to Rs19.12.

Tony Tassell, Bombay

Indofood refocuses business

Shareholders in Indofood Sukses Makmur, Indonesia's largest noodle manufacturer, approved the acquisition of 11 units from Indofood's parent company, the Salim group, in a move that will make Indofood more of a commodities-driven business. The appointment to the board of Mr Putera Sampoerna, one of Indonesia's leading tobacco tycoons, was also approved. Mr Sampoerna recently bought a 5.63 per cent stake in Indofood.

Maruella Saragosa, Jakarta

Shareholders of Svenska Cellulosa Aktiebolaget SCA (publ)

are hereby invited to attend the Company's Annual General Meeting, to be held Monday, April 28, 1997 at 4:00 p.m. at the Congress Hall, Svenska Mässan, Mössans gata 7, Göteborg, Sweden.

Notification etc.

- Shareholders wishing to participate in the Meeting must:
- be recorded in the share register maintained by the Swedish Central Securities Depository (VPC) not later than Friday, April 18, 1997.
- notify SCA of their desire to participate not later than 4:00 p.m., Wednesday, April 23, 1997, in writing, to Svenska Cellulosa Aktiebolaget SCA, Legal Affairs, Box 7827, SE-103 97 Stockholm, Sweden, or by telephone +46-8 788 51 39, or telefax +46-8 678 23 24.

Shareholders who have transferred their shares to the trust department of a bank, or to a private broker, must temporarily register the shares in their own name in order to be entitled to vote at the Meeting. To ensure that the shares are re-registered in sufficient time, the shareholders should request that the bank or broker holding the shares ensure temporary owner registration, so-called voting right registration, well in advance of April 18, 1997.

Agenda

1. Meeting convenes. Election of Chairmen of the Meeting.
2. Preparation and approval of the list of shareholders entitled to vote at the Meeting.
3. Election of minute-checkers.
4. Determination of whether the Meeting has been duly convened.
5. Presentation of the annual report and the auditors' report and the consolidated financial statements and the auditors' report on the consolidated financial statements.
6. Motions concerning:
 - a) adoption of the income statement and balance sheet and the consolidated income statement and the consolidated balance sheet.
 - b) the disposition to be made of the Company's profits as shown in the balance sheet adopted by the Meeting, determination of record date.
 - c) the discharge of the members of the Board of Directors and of the President from personal liability for the fiscal year.
7. Determination of the number of members of the Board of Directors and deputy Board members.
8. Determination of the number of auditors and deputy auditors.

9. Determination of the fees to be paid to:
 - a) the Board of Directors.
 - b) auditors.
10. Election of the Board of Directors.
11. Election of the auditors.

Decision proposals

Shareholders who combined represent more than 50% of the voting rights for all shares in the Company have announced that they will support the following proposals regarding the points above at the Annual General Meeting:

Point 9: SEK 1,600,000 is proposed as fees to the Board of Directors to be distributed by the Board among the members elected at the Annual General Meeting who are not employed in the Company. The fee to the auditors should be paid in a reasonable amount plus remuneration for checking the figures.

Point 10: Re-election of Tom Hedelius, Sverker Martin-Löf, Lars Ramqvist, Clas Reuterskiöld and Bo Rydén and the new election of Christer Gardell (President, AB Volvo).

Point 11: Authorized accounting firm Öhringens Cooper & Lybrand AB.

Dividend

The Board of Directors has proposed that a dividend of SEK 5.25 be approved. The Board of Directors has proposed Friday, May 2, 1997 as the record date for payment of the dividend. If the shareholders at the Annual General Meeting approve the proposal, it is expected that dividend payments will be mailed by VPC on Monday, May 12, 1997.

Company tours

As a shareholder in SCA, you are also welcome to visit:

- Lilla Edler paper mill. Departure: 11:00 a.m. Coffee and sandwiches.
- SCA Mölndalsväg's head office and Technical Centre. Departure: 1:00 p.m.

Buses depart from the parking lot, Svenska Mässan Congress, Mössans gata 7, and are scheduled to return between 2:30 p.m. and 3:00 p.m.

Notice of interest to participate in the tours is the same as for the Annual General Meeting.

Stockholm, April 1997
Board of Directors



SVENSKA CELLULOSA AKTIEBOLAGET SCA (publ)
Box 7827, SE-103 97 Stockholm, Sweden
Tel +46-8 788 51 00, fax +46-8 660 74 30
Internet: www.sca.se

Sumitomo Bank cuts profit forecast to Y50bn

By Gillian Tett in Tokyo

Sumitomo Bank, one of Japan's leading banks, yesterday warned that recent weakness in the Tokyo stock market would erode its profits for the year to end-March.

The announcement follows similar warnings from other Japanese financial institutions and is likely to fuel concern that the troubled Japanese banking sector's results for the 1996 financial year, announced at the end of May, will be worse than expected.

Sumitomo Bank forecast last November operating profit of Y80bn (US\$3.5m) in the year to end-March 1997, but now expects the figure to be Y50bn.

Net income for the year is likely to be Y35bn, down

from an estimate of Y80bn, it added.

The revision would bring consolidated operating profits down to Y50bn, compared with previous estimates of Y80bn.

The revised forecast was prompted by a Y119.2bn loss on equity holdings, resulting from the "decline of the stock market at the end of March", Sumitomo said.

This has reduced the value of its equity portfolio, or "unrealised gains", which Japanese banks - unlike banks in many other countries - are allowed to include in their calculations of capital adequacy ratios.

The bank would also face credit costs of Y350bn, primarily due to write-offs of bad loans, against core banking profits of Y350bn, it said. Overall net gains on sales of

stocks would be about Y45bn, the bank added.

Mitsubishi Trust and Banking has already reduced its profit forecast from Y130bn to Y90bn, and analysts at HSBC James Capel estimated recently that total net profits for the top 20 banks will come in at Y540bn, compared with earlier projections of Y2,000bn.

Nevertheless, fresh hints of reform in the sector emerged yesterday. Mitsui Trust Bank indicated it was planning to reduce assets by Y3,000bn over the next three years and reduce its workforce by 300 to 5,000.

Nippon Credit Bank yesterday denied market rumours that it was planning to reduce its share capital. NCB shares slid Y18 to close at Y205.

Nalco strains at the apron strings

The Indian aluminium group is seeking a capital restructuring, writes Kunal Bose

Nalco management "behaves like a God-fearing frugal householder", according to Mr S.N. Johri, chairman of the Indian aluminium group. But blameworthy figures hide more dynamic ambitions. Nalco wants its equity capital halved to make earnings per share more attractive, and it wants the government to relinquish more of its 87.15 per cent stake.

Nalco is almost entirely debt-free. Analysts say the debt to equity ratio will improve from 0.39 per cent in 1995-96 to 0.20 per cent in the year to March 31, 1997. It will become totally debt-free in September 1998 when a Y30bn loan will be repaid. It is also profitable, with earnings in 1995-96 of Rs5.35bn (US\$49m) and expectations of a similar result for 1996-97, although prices for aluminium and alumina remained very low for most of last year.

But government control and ownership means change in the company moves at the same famously snail-like pace as the Indian government's bureaucracy. Nalco is one of many companies facing this problem - and they all look forward to the day when they can take their own big investment decisions.

The government's grip is shown in the inordinate delay Nalco has suffered in securing approval for investment in two expansion programmes. The company had to chase the government for more than four years in order to double the capacity of its bauxite mining to 4.6m tonnes a year and raise the capacity of its alumina refining operation from 800,000 tonnes to 1.575m tonnes. Because of the delay, the cost of expansion has risen too - from Rs9.7bn to Rs15.85bn so far.

The company is yet to receive the go-ahead for expanding its aluminium smelting capacity from 218,000 tonnes to 345,000 tonnes and raising the coal-fired power generation from 720MW to 980MW.

"We are now sure of getting the government approval for this project," says Mr S.B. Nayak, director. But in the meantime, the cost has escalated from Rs20.27bn to Rs27.36bn. The gestation period of the projects so far is 51 months.

Nalco was fully state-owned until 1991-92, when the first of two tranches of shares was sold to domestic institutions and the public. Further disinvestment is on the cards.

but the group wants this to be preceded by a capital restructuring.

Mr Johri wanted the equity capital halved, and the government's Disinvestment Commission also favours restructuring to enable the government to realise the best possible price for the shares to be sold.

'Even while we are earning high profits, our earnings per share are low. If our suggestion of turning half the equity into debt is accepted, then the EPS becomes highly attractive'

Mr Johri says: "Nalco has too large a capital base - of Rs12.85bn. Even while we are earning high profits, our earnings per share are low. We have told the government to allow us to convert half the share capital into a long-term interest-bearing loan. If our suggestion is accepted, then the EPS becomes highly attractive." The Disinvestment Com-

mission has, however, identified Nalco as one of the "core sector" companies where the government holding must not fall below 51 per cent.

Mr C. Venkataramana, director, says: "The first phase of expansion can be financed fully by internal generation of funds."

"But once we start expanding the smelting and power generating capacity, we will have to access the market."

"We may raise debt here and abroad. We may make a Global Depositary Receipt offering. A domestic equity issue is also possible."

However, he says, "it will be at least two and a half years before we raise any money."

SBC Warburg says that, "even without an equity issue, the company will be within prudent gearing levels."

Pechiney, the French company which is Europe's biggest aluminium maker, built the Nalco refinery and smelter and will be providing technology for expansion.

"As we expand," Mr Nayak says, "Pechiney will pass on to us whatever improvement in technology has taken place since we started production in 1987-88. At a production cost of \$145

a tonne of alumina and \$1,200 a tonne of aluminium, we are counted among the cheapest producers in the world."

"The expansion will reinforce our cost competitiveness," says Mr Nayak. Nalco's cost of expansion will be at least 24 per cent lower than that of a comparable greenfield venture, according to a SBC Warburg research report.

What gives Nalco an edge over other aluminium producers in the country is its ownership of high-quality bauxite reserves of 380m tonnes at Koraput in Orissa.

The company plans to try to acquire some coalfields in the Mahanadi belt of Orissa. "This is important for us since power alone accounts for 30 per cent of the cost of production 'alumina'," Nalco says.

According to Mr Johri, "the Indian market for aluminium is growing at a very healthy rate - around 10 per cent a year. I foresee a supply shortfall of nearly 300,000 tonnes in the next five years."

Nalco will, therefore, find a ready market for its extra metal [after expansion]. We will also remain focused on export."

COMPANIES AND FINANCE: THE AMERICAS

■ Talks with Sun Microsystems rumoured ■ Ellison bringing together group of investors

Apple may be seeking white knight

By Louise Kehoe in San Francisco

Apple Computer may be seeking a "white knight" to fend off a potential hostile takeover bid, Silicon Valley industry executives said yesterday, after reports that the company may again be in talks with Sun Microsystems.

Although Apple and Sun declined comment, industry rumours suggest that Sun, which talked to Apple in late 1995, may

once again be showing interest in the struggling personal computer company.

These rumours follow a public statement by Mr Larry Ellison, the multi-billionaire chairman of Oracle, the database software group, that he is bringing together a group of investors to make a bid for Apple. Such a bid would not involve Oracle, he said.

Mr Ellison also issued a statement on the Internet asking Apple

investors to submit ideas about the future priorities for Apple.

His statement appeared to be an attempt to gauge shareholder opinions about a potential hostile takeover.

The group's largest shareholder as of this week is Prince al-Waleed Bin Tala Bin Abdulaziz Al Saud, the Saudi Arabian investor, who has bought more than 5 per cent of Apple's stock for \$115m. In an interview with the Bloomberg

news service, Prince al-Waleed described Mr Ellison as a "good friend". It is unclear, however, whether the prince is part of Mr Ellison's investor group.

Another puzzle surrounds the role of Mr Steve Jobs, Apple co-founder and now a part-time adviser to Mr Gil Amelio, Apple chairman and chief executive.

Although he is a close friend of Mr Ellison, Mr Jobs distanced himself from the Oracle executive's

statements last week, dismissing them as a "soap opera" scenario.

With Apple set to report its second quarter results later this month, it appears unlikely that the future ownership of the company will be resolved quickly.

Apple is expected to report heavy losses for the quarter, including a \$156m restructuring charge and an additional \$326m charge related to its acquisition of NeXT Software, a company run by Mr Jobs.

Bema lifts estimates for Chile discovery

By Scott Morrison in Vancouver

Bema Gold, the Canadian producer, has found what could be the largest gold and copper deposit in Latin America.

Bema and partner Arizona Star said tests at its Cerro Casale site in Chile indicated the deposit contained 24.8m ounces of gold and 6.4m pounds of copper. The value of the deposit was estimated at US\$8.7bn in gold and US\$7.1bn in copper.

It had previously said Cerro Casale contained an estimated 15m ounces of gold.

The announcement may bolster the jittery Canadian resource market. Investors panicked last week and dumped shares of Bre-X Minerals, the exploration group, on news that its Indonesian gold deposit, billed as one of the world's largest, might contain only insignificant amounts of gold. Bre-X continues to insist the deposit contains 71m ounces.

Unlike the Bre-X case, Bema said three independent companies had confirmed its initial results. Bre-X results were not independently checked until prospective partner Freeport-McMoRan Copper & Gold conducted due diligence and found "insignificant" amounts of gold.

"We have an extensive system to check the assays and they are proven," said Mr Clive Johnson, Bema president.

Cerro Casale is part of Chile's Maricunga gold belt, located in the Andean desert region 700km north of Santiago. Arizona Star owns 51 per cent of the Cerro Casale deposit, but Bema owns 33 per cent of Arizona Star. Bema has overall control of the project.

The Cerro Casale deposit could be mined by 2001 and produce more than 11m ounces of gold and 300m pounds of copper a year.

Merger could bring AOL net gains

CompuServe, bludgeoned by intense competition from Internet access providers and struggling to find its way after an ill-fated effort to create a new consumer service, is seeking a merger partner.

This much has been confirmed by the company, whose chief executive, Mr Frank Salizoni, is also chief executive of N&R Block, the tax preparation group, which holds an 80 per cent stake in CompuServe. On Wednesday the two said they were involved in "external talks" about a "possible business combination".

The third party to these talks is believed to be America Online, the largest computer online service with close to 8m subscribers. However, AOL and CompuServe declined to comment.

Such a combination would create an online behemoth with close to 11m subscribers, greatly extending AOL's international reach and boosting its ambitions to sell more online advertising.

A merger might also help AOL and CompuServe to fend off competition from the Microsoft Network, the third-largest online service, backed by the deep pockets of the software giant.

It could also help resolve problems at both companies.

CompuServe could gain the resources it needs to promote and expand its online information services in the



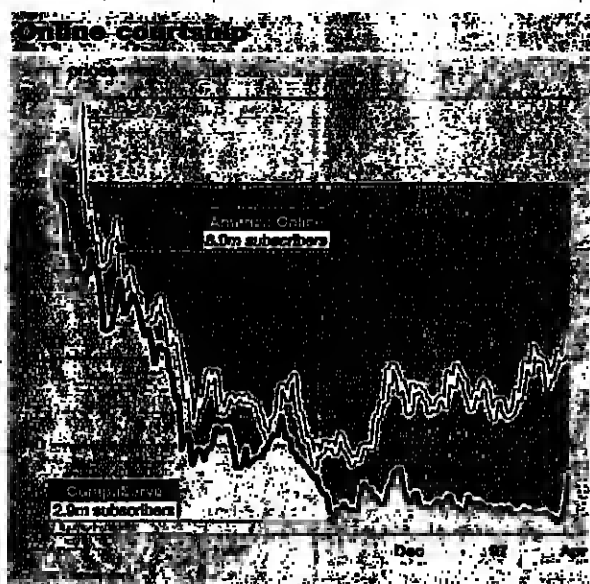
Steve Case committed to expanding capacity

face of intense competition.

For AOL, a merger could provide access to CompuServe's networks and help relieve the logjams that have dogged the service since it introduced flat-rate pricing last December.

Logjams that prompted an electronic message to subscribers from Mr Steve Case, AOL chairman and chief executive, promising increased investment to expand capacity.

CompuServe could also provide AOL with an entrée into the business information market, with its greater emphasis on news and business discussion groups.



AOL subscribers

However, any such deal faces formidable hurdles. An acquisition based on a stock swap would be dilutive and distracting for AOL, analysts say. "AOL is just about to turn profitable here and we don't need them to buy a money-losing company," says Mr Jamie Kiggen, analyst at Cowen & Co.

Other analysts say AOL would have to pay for any deal with stock, because its cash position is low - cash and equivalents were listed at \$13m at the end of 1996. They also point out that a merger would be likely to run into

antitrust problems, since it would involve the two largest online services in the US.

The contrasting styles of AOL and CompuServe could also present a problem. AOL is known for its consumer services such as "chat rooms" and entertainment services. CompuServe, in contrast, is oriented to business customers and technophiles. It has computer industry discussion groups and news, as well as extensive news databases.

Moreover, many CompuServe users hold AOL in disdain, which might make it difficult to merge the subscriber bases.

Louise Kehoe



Frank Salizoni: confirmed rumours of merger talks

There may be better merger partners for CompuServe, some analysts suggest. CompuServe uses Microsoft technology and a combination with the Microsoft Network, which is building up its library of content, could be attractive, they say.

Whatever the outcome of the current talks, it now seems likely, however, that the oldest and one of the most comprehensive online information services available to personal computer users is destined to lose its independence.

Louise Kehoe

Louise Kehoe

Lucent marks anniversary with profit

By Richard Tomkins in New York

Lucent Technologies, the telephone equipment company spun off by AT&T a year ago, yesterday marked its first anniversary as an independent company by announcing that earnings in its second quarter to March would be more than double the figure expected by analysts.

It predicted net profits of \$55m to \$60m, or 9-10 cents a share, on revenues of \$5.1bn - a big turnaround from the same quarter a year ago, when it reported pro forma net losses of \$103m, or 16 cents a share, on revenues of \$4.8bn.

The news lifted the company's shares 2 1/2 - 4 per cent - to \$22 in early trading despite another sharp fall in US stock markets. A year ago, in Wall Street's biggest initial public offering yet, AT&T sold the company to investors for \$27 a share.

Mr Donald Peterson, chief financial officer, told analysts that the higher-than-expected profits were a result of strong sales of high-margin products, such as

software and wireless communications systems, the impact of cost reduction programmes, and an improved performance from the company's international operations.

Lucent Technologies designs and builds a wide range of public and private networks, communications systems and software, consumer and business telephone systems, and micro-electronic components. Its Bell Laboratories unit carries out research and development.

The company's strong performance since the spin-off contrasted sharply with that of its former parent. It emerged this week that Mr Robert Allen, AT&T's outgoing chairman, had had his bonus cut by 15 per cent last year because of AT&T's disappointing results.

Separately, worries emerged yesterday over the earnings outlook for another technology company, International Business Machines, which enjoyed a big run-up in its stock price in the second half of last year.

IBM's shares were down 22% to \$130 in early trading

on reports that analysts were downgrading their earnings forecasts.

According to the First Call research service, the consensus forecast for IBM's first quarter earnings per share has fallen from \$2.50 to \$2.31 since the start of the year, and the full-year forecast has fallen from \$12.68 to \$12.30.

However, Lucent Technologies' forecast helped relieve the recent adverse sentiment towards technology stocks. In early trading, the technology-rich Nasdaq composite index was up 8.55 points at 1,209.59.

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AMERICAS NEWS DIGEST

Waban pulls out of talks with Kmart

Kmart, the US discount store operator, suffered a setback when Waban, another US retailer, pulled out of a plan to merge the two companies' troubled home improvement store chains. Waban said talks "had not produced an agreement that is acceptable to all parties", leading analysts to speculate that the deal had fallen down over price.

Two months ago Kmart announced it was looking at a plan to divest its Builders Square chain by combining it with the HomeBase chain operated by Waban, forming the third-biggest US home improvement company. The plan would have been backed by Leonard Green & Partners, a Los Angeles investment firm specialising in leveraged buy-outs, which would have held a majority stake in the new entity.

Kmart has been divesting its non-core retailing operations in an attempt to focus on its discount store operations. Following the sale of the Borders-Walden book stores, Sports Authority sports stores and OfficeMax office supplies chains, Builders Square is its last non-core business. Kmart said it was disappointed that the talks had broken down, and that it would now pursue other options with Leonard Green & Partners.

Richard Tomkins, New York

'No new information' on Busang

The Toronto Stock Exchange and the Ontario Securities Commission said Bre-X Minerals had stated that a report from Kilborn SNC-Lavalin on the Busang gold discovery "does not contain any new material information".

Bre-X has been under pressure since last week, when its partner in Indonesia, Freeport-McMoRan Copper & Gold, revealed that early drilling samples performed during its due diligence process on the Busang gold property in Borneo turned up "insignificant" amounts of gold and "minimal differences" from Bre-X's gold samples. The Kilborn report was to be released on Monday, but the Bre-X chief executive officer, Mr David Walsh, said this week that the company needed more time to study the review.

Reuter, Toronto

Drugstore merger plan blighted

The collapse of a \$1bn merger between drugstore chains Phar-Mor and ShopKo Stores marks the end of a plan fraught with problems and scepticism. The deal ran into trouble owing to a decline in Phar-Mor's stock price, regulatory delays, and uncertainty about the position of one large shareholder, industry experts said.

The two companies cited only "continuing uncertainties in consummating the transaction" for calling off the deal. Wall Street had disliking it from the beginning, contending that the companies were dissimilar and could not achieve large cost savings by merging.

Reuter, New York

Bombardier to upgrade plant

Bombardier, the Canadian aerospace and transit equipment group, is to invest C\$50m (US\$36m) to expand and upgrade the aircraft completion centre it recently acquired from Innotech Aviation. The centre will be dedicated to the design and installation of custom interiors for Bombardier's Global Express long-range business jet. It will also include an "environmentally friendly" aircraft-paint facility. Bombardier said the investment will create about 400 new jobs by the end of 1998, lifting employment at the centre to more than 650, from the 250 who worked there before Bombardier acquired it last year.

AP-DJ, Montreal

Sallie Mae rebels win support

A group of dissident shareholders of the Student Loan Marketing Association received sufficient shareholder support to call a special meeting of shareholders. In a press release yesterday the dissident group, which calls itself the Committee to Restore Value at Sallie Mae, said it had scheduled the meeting for May 9.

At the meeting, shareholders will vote on a plan of reorganisation that would allow them to choose the company's board and provide for a different set of by-laws from those proposed by Sallie Mae. The dissidents have proposed their plan as an alternative to management's reorganisation proposals scheduled to be voted on at a May 15 special meeting. Management's plan does not allow shareholders to vote on directors and contains a variety of anti-takeover provisions, the dissident shareholder committee said.

AP-DJ, Washington

Notice to Bondholders
Daeduck Electronics Co., Ltd.
 (Incorporated in the Republic of Korea with limited liability)
 U.S. \$20,000,000
 0.25 per cent Convertible Bonds 2004

Pursuant to provision 6(b) of the Trust Deed dated the 15th March 1994 constituting the Bonds, notice is hereby given as follows:
 A Stock Dividend to increase the Company's paid-in capital was authorized by a resolution of the Board of Directors of the Company passed on 14th December, 1996 as follows:
 1. Record date: 15th December, 1996
 2. The Stock Dividend will consist of 50% of paid-in capital
 3. Number of shares to be issued: 250,000,000
 4. Conversion price: 100.0000 (100.0000) U.S. dollars per share (100.0000 U.S. dollars per share)
 (Pursuant to the provisions of the Trust Deed, effective retroactively to immediately after the record date.)
 The schedule of the Stock Dividend was submitted to the Shareholders' Meeting which was held on 14th March, 1997, and it was passed during the meeting at the Company's original intention without material objections from the shareholders.

Bankers Trust Company, London
 4th April, 1997
 Principal Paying Agent

£25,000,000
C&G Cheltenham & Gloucester
Cheltenham & Gloucester plc
 Floating Rate Subordinated Notes due 2004

Notice is hereby given that for the six month interest period from April 2, 1997 to October 2, 1997 (183 days) the Notes will carry an interest rate of 7.0875%.

The interest payable on the relevant interest payment date October 2, 1997 will be £3,053,400 per £100,000 denomination.

By: The Chase Manhattan Bank
 London, Principal Paying Agent
 April 4, 1997

APPOINTMENTS
SENIOR MARKETING OFFICER

A leading international financial services company requires a Senior Marketing Officer to specialise in originating debt transaction from a client base comprised of airline and aerospace companies, focusing on the geographic regions of Western and Eastern Europe, the Middle East, Africa and former CIS. Knowledge of typical asset based financing structures and transactions, including structured cross border debt issues in several jurisdictions, securitization, various forms of structured debt and ability to handle and present the Company's interests in complex multi-party negotiation on such transaction essential. Salary negotiable. Applicants, aged 25-30, educated to MBA standard, with minimum 4-5 years' event work experience and excellent interpersonal skills, should write, enclosing full curriculum vitae, to Box AS372, Financial Times, One Southwark Bridge, London SE1 9HL.

LLOYD'S INTERNATIONAL PORTFOLIO SICAV
 1, rue Schiller
 L-2519 Luxembourg
 R.C. Luxembourg No. 87.635

Notice is hereby given that the Annual General Meeting of Shareholders of LLOYD'S INTERNATIONAL PORTFOLIO SICAV will be held at the registered office in Luxembourg, 1 rue Schiller, on 15 April 1997 at 11.30 am with the following agenda:

1. Submission of the reports of the Board of Directors and of the Audited Independent Auditor;
2. Approval of the annual accounts as at 31 October 1996 and allocation of the net results;
3. Discharge to the Audited Independent Auditor for the financial period ended 31 October 1996;
4. Election of the Audited Independent Auditor for the new financial year;
5. Acknowledgement of the resignation of Mr J. S. Gallez as a Director of the Board;
6. Acknowledgement of the nomination of Mr Nigel Simpson as the new Chairman of the Board of Directors;
7. Election of Mr George Le, Mr Marc De Leye and Mr René Keller as new Directors.

The resolutions on the agenda of the Annual General Meeting will require no quorum and will be passed by the majority of the votes expressed by the Shareholders present or represented at the Meeting.

Shareholders are hereby advised that a copy of the new 1997 Prospectus containing modifications pertaining to the definition of "business days" which now exclude the Friday before Easter (Good Friday) and the 24th of December will be provided upon request to the Manager of the Company.

PUTNAM INTERNATIONAL FUND
 SICAV
 11, rue Aldringen, L-1118 Luxembourg
 R.C. Luxembourg B 11.167

NOTICE OF MEETING

Notice is hereby given that the Annual General Meeting of Shareholders will be held at the registered office of the Company on 21 April 1997 at 3.00 p.m. with the following agenda:

AGENDA

1. Presentation of the reports of the Board of Directors and of the Auditor;
2. Approval of the balance sheet and profit and loss account as of 31 December 1996;
3. Discharge of the Directors for the fiscal period ended 31 December 1996;
4. Re-election of Messrs John R. Varani, Takahiko Watanabe, Thomas McTigue, John C. Talamon, Steven Spiegel, Alfred F. Bruch and Jean-Paul Thomas as Directors for the ensuing year;
5. Any other business which may be properly brought before the Meeting.

The shareholders are advised that no quorum is required for the meeting and that the decisions will be taken at the simple majority of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors

TELECOM ITALIA S.p.A.

Registered Office in Turin
 Capital (Share): L. 2.304.071.427.000 fully paid in
 Entered under No. 13177 in the Company Register of the Company
 Register of Turin - No. L. 2.304.071.427.000

NOTICE OF STOCKHOLDERS' MEETING

The holders of ordinary shares are invited to an Ordinary and Extraordinary Meeting at Sala 500, Lingotto Convention Hall, 280 Via Nizza, Turin, at 9.00 AM on April 30, 1997 on the first call, or at the same time and place on May 9, 1997 on the second call, if required, to deliberate and vote on the following:

Agenda

1. Financial statements for the fiscal year ended December 31, 1996; Reports of the Board of Directors and Statutory Auditors; respective resolutions;
2. Assignment of the task of auditing and certifying the financial statements of TELECOM ITALIA S.p.A. and the consolidated financial statements for the three years from 1997 to 1999;
3. Merger by absorption of TELECOM ITALIA S.p.A. into STET - Società Finanziaria Telefonica per Azioni; pertinent and related resolutions; delegation of powers;
4. Resolutions pursuant to Article 2384, Sections 2 and 3, of the Civil Code.

Only stockholders who have deposited their share certificates at least five days prior to the date of the Meeting at the corporate offices at 23 Via Belfiore, Turin (in lieu of the Company's registered Office at 15 Via San Calisto, which is temporarily closed for renovation) or at the Rome Corporate Headquarters, 188 Via Fiametta, or at any of the usual authorized banks may attend the Meeting.

Outside Italy, shares may be deposited at the following branches of authorized banks:

London:
 - Banca Commerciale Italiana S.p.A. - 42/46 Gresham Street - London EC2V 7LA
 - Credito Italiano S.p.A. - 17 Moorgate - London EC2R 6AR
 - Banca di Roma S.p.A. - 87 Gresham Street - London EC2V 7NQ

New York:
 - Banca Commerciale Italiana S.p.A. - One William Street - New York, NY 10004
 - Credito Italiano S.p.A. - 375, Park Avenue - New York, NY 10152
 - Banca di Roma S.p.A. - 34 East 57th Street - New York, NY 10022
 - Morgan Guaranty Trust Company of New York - 60 Wall Street - New York, NY 10260
 - Banca Nazionale del Lavoro S.p.A. - 26 Avenue des Champs Elysées - 75008 Paris
 - Istituto Bancario San Paolo di Torino S.p.A. - 55 Eichensteiner Landstrasse - D 60322 Frankfurt am Main
 - Lavoro Bank A.S. - 21 Talacker - 8001 Zurich
 - Banca Nazionale del Lavoro S.p.A. - 40 Florida - 1005 Buenos Aires

Umberto Silvestri
 CHAIRMAN OF THE BOARD OF DIRECTORS

The notice of the Ordinary and Extraordinary Meeting will be published in the Official Gazette of the Italian Republic.

Notice is hereby given that the Company has complied with the statutory disclosure requirements for mergers by publishing in the Official Gazette of the Italian Republic, Issue No. 73, Part II, of March 28, 1997 a summary of the Plan of Merger and by depositing the documents required under Article 2357, sections of the Civil Code at the registered office located at 11 Via Carnale, Turin, and at the secondary office and headquarters at 188 Via Fiametta, Rome, where they are available to the shareholders.

For any question or to request copies of documents, please call +39-0-65501273/36901274/36901275.
 This notice is also available at the following Internet address: <http://www.telecomitalia.it>

COMPANIES AND FINANCE: EUROPE

Alarm sounds over Tractebel

The looming merger of Suez and Lyonnaise des Eaux is provoking cries of alarm in Belgium over the prospect of Tractebel, the utility group which is a Belgian industrial jewel, falling into the hands of a powerful French utility.

The issue of French control of Belgian industry has become highly sensitive since Renault's decision five weeks ago to close a factory north of Brussels with the loss of 3,100 jobs. That was followed by last Thursday's announcement by France's Alcatel Bell of 500 Belgian job losses. The Belgian government has bitterly attacked both moves.

Tractebel occupies a pivotal position in Belgium's energy sector. It has a 39 per cent stake in Electrabel, the electricity monopoly which is the nation's biggest company by market capitalisation, and 42 per cent of Distrigaz, the gas transmission monopoly.

It is also one of the country's most successful exporters, with ventures from Chile to Oman, and Kazakhstan to Singapore. Baron Philippe Bodin, chief executive, plans to double the proportion of profits derived from international activities to 40 per cent by 2000.

The utility group has been under de facto, if indirect, French control since 1988, when Suez acquired 62.5 per cent of its immediate parent, Société Générale de Belgique (known as La Générale), Belgium's biggest holding company.

But the prospect of Suez being absorbed by Lyonnaise des Eaux, a utility group whose operational skills partly overlap Tractebel's, has sparked fears of a conflict of interest.

Mr Jean-Luc Dehaene, Belgium's prime minister, has twice met the chairman involved, demanding guarantees that Belgian strategic interests will not be harmed.

Mr Dehaene said last week he was broadly satisfied with the assurances he had received. But that has not calmed fears that the merger could give Lyonnaise backdoor access to Belgium's energy sector – and that the French utility could take away future international contracts from Tractebel.

Viscount Etienne Davignon, La Générale chairman and a Suez director, admits suspicions are inevitable of a "hidden agenda" behind a Suez-Lyonnaise link-up – the chance for Lyonnaise to gain control of Tractebel. But he insists that such fears are misplaced.

"We were neither surprised nor annoyed that the public authorities expressed concern about the interests of large companies based in Belgium. That is their job," he said. "But we think we can put their concerns to rest."

He and other observers say that the government-controlled regulatory committee which sets Belgian electricity prices can protect Electrabel from outside interference.

The state, meanwhile,



Etienne Davignon: 'hidden agenda' fears misplaced



Jean-Luc Dehaene: concern over Belgian interests

retains a "golden share" in the largely-privatised Distrigaz, which allows it to veto decisions.

Tractebel is also seeking to merge with Powerfin, its 63 per cent-owned holding company which has been the vehicle for its overseas expansion.

Not only would that bring international projects more directly under its control, but the issue of new Tractebel shares in the planned one-for-three swap with Powerfin shares would dilute La

Générale's holding in Tractebel from 65 per cent to just over 50 per cent. This, in turn, would dilute Suez's interest.

With regard to international expansion, analysts expect a merged Suez-Lyonnaise to give assurances that Tractebel would remain the sole vehicle for electricity and gas projects – Lyonnaise is active in neither sector. Lyonnaise, on the other hand, would be the vehicle

for expansion in its core area of water.

However, that would leave areas of overlap between Tractebel and Lyonnaise – notably in waste management.

And there is, points out one Belgian chief executive, a further question. "The problem is arbitrage," he says. "If Tractebel needs BFR150 (\$435m) for an international electricity investment and Lyonnaise wants BFR150 for an international water project, who gets the money?"

In resolving such questions, an important role may be played by Baron Albert Frère, the self-made industrial magnate who heads Groupe Bruxelles Lambert, Belgium's second biggest holding company.

GBL sold its 25 per cent stake in Tractebel to Viscount Davignon's La Générale last September for BFR49bn, increasing La Générale's holding from 40 per cent to 65 per cent (although it already had voting control).

Baron Frère used some of the proceeds to buy an 8 per cent stake in Suez, earning him a place on the board.

One Belgian company chief speculated last week that a seat on the board of a merged Suez-Lyonnaise – perhaps coupled with a return to Tractebel as chairman – might be a fitting final trophy for the 70-year-old former steel worker from Charleroi.

Neil Buckley

Monod endorses Suez merger

By Andrew Jack in Paris

The chairman of Lyonnaise des Eaux, the French utilities group, yesterday endorsed the proposed merger with Compagnie de Suez.

Mr Jérôme Monod was speaking one day after the board of Lyonnaise unanimously approved plans for the merger, which is due to be discussed in detail by the two groups next Friday.

"It is an excellent project which would create a world-wide group providing services and which would be of the critical mass that the market demands," he said.

His comments came as Lyonnaise reported 1996 results showing net income up 49 per cent at FF1.4bn (\$249m) on turnover up 7 per cent to FF1.6bn.

Mr Monod stressed that the proposals to link with Suez would lead to be on terms "favourable" for shareholders, in a way which enhanced the value of their investment.

Suez's board voted unanimously in favour of the merger on Tuesday, when it also unveiled a solution to one of the most important demands from the group's more sceptical shareholders: payment of a special dividend ahead of the operation, which is likely to total up to FF3.4bn.

In an apparent analysis of his achievements since becoming chairman in 1980, Mr Monod said that when he arrived in 1980, Lyonnaise had been largely focused on business in France, whereas now it was solid, well-known and respected around the world.

In an indication of his confidence in the group, he said Lyonnaise planned to report profits in excess of FF1.8bn for 1997. He stuck to his aim of increasing return on equity from 10 per cent to 15 per cent.

Mr Monod also stressed that the group's financial position was healthy, and said FF2.0bn in debt – representing 68 per cent of shareholders' funds – was acceptable.

Générale des Eaux returns to black

By Andrew Jack

Générale des Eaux, the French utilities, construction and communications group, yesterday returned to the black with 1996 net income slightly above expectations at FF1.95bn (\$347m), after its property activities helped drag it into losses of FF3.7bn the previous year.

Mr Jean-Marie Messier, chairman, said restructuring across the group over the past few months was beginning to take effect. He forecast profits for 1997 of FF3.5bn, above well above the previous record of

FF3.3bn in 1994.

"You are seeing a group which is on the move, in good health, which knows where it is going and how it is going to get there," he said.

Mr Messier argued that the proposed merger of its rival Lyonnaise des Eaux with Compagnie de Suez represented "a good financial operation", but argued that it presented no threat to his group and it would take two years to meld and refocus the combined businesses.

He said that in line with other Suez shareholders –

Saint-Gobain, BNP, Axa-UAP and Mr Albert Frère, the Belgian financier – he considered a "super-dividend" of about FF3.5bn made by the company ahead of the merger was a "reasonable" payment.

After the restructuring of its audio-visual interests with a 39 per cent stake in the French media group Havas, Mr Messier said he would like to clarify the group's stake in Electrabel, ultimately owned by Mr Frère, during 1997.

He said the group's UK railway operating subsidiary, Connex, should report

an operating profit of at least FF60m this year, and said the number of trains running more than five minutes late had been halved since it took over responsibility for the lines.

Asset sales by the group totalled FF1.9bn, and it more than halved the ratio of debt to equity from 170 per cent to 75 per cent, or a total of FF1.65bn. Turnover in comparable terms rose 3 per cent to FF1.65bn, and operating profit was up sharply to FF3.6bn.

Mr Messier, aged 40, also unveiled a number of changes yesterday designed

to rejuvenate the group's management after his nomination as chairman last year to replace Mr Guy Dejouany, aged 76.

He announced new nominations for the executive committee, which has an average age of 48.

He is reducing the maximum age for both the chairman and the chief executive to 65 – or 67 if a successor has already been designated – and said the minimum number of shares held by directors would rise to 250 each, with every 0.5 per cent increase in their shareholding disclosed.

McDonald's to spend L300bn in Italian push

By Paul Betts in Milan

Italy's growing appetite for hamburgers is prompting McDonald's, the world's biggest fast food chain, to invest L300bn (\$181m) to double the number of its Italian outlets by the turn of the century.

Once the underdog of the Italian fast food market, the US group has been expanding rapidly in Italy since it bought the Italian chain of Burgury restaurants last year.

Mr Mario Resca, chairman of McDonald's Italia, said yesterday the group's restaurant network in Italy expanded by 330 per cent last year, from 33 outlets at the end of 1995 to 142 now.

Apart from the 80 Burgury restaurants it acquired last year, McDonald's opened 34 restaurants in Italy in 1996, against only 10 in 1995.

Although the Italian business was making profits at the operating level, they were still losing money in net terms, Mr Resca said.

"But that is not our main concern, since we are still in a strong expansionary phase," he said.

The plan was to invest L300bn by 2000, when McDonald's aims to have a chain of 300 restaurants in Italy. Mr Resca said this would also double employment from 4,828 to nearly 10,000.

The US company is accelerating its programme of converting the Burgury restaurants it acquired from Cremonini, the Italian private food and catering group, into McDonald's restaurants.

"By this year all the Burgury-branded restaurants will have become McDonald's," Mr Resca said, adding that the McDonald's

brand had much stronger market appeal. Sales in Italy last year rose 143 per cent from L107bn to L280bn.

Mr Resca said he expected sales this year to top L500bn with the company opening a further 25 restaurants.

Mr Resca said McDonald's now served 350,000 meals a day in Italy.

Although the Italian company was undergoing a difficult period, he was confident of the growth prospects for McDonald's.

The company plans to expand in the south. It will soon open its first restaurant in Palermo in Sicily. Italians, traditionally known for their fussy eating habits, have increasingly adopted the hamburger and fast food. Mr Resca said there were 130,000 restaurants and 50,000 bars in total in Italy serving fast food – and the number was growing.

Israel to sell 24% of Bezeq this year

By Judy Dempsey in Jerusalem

The privatisation of Bezeq, Israel's state-owned telecommunications network, was yesterday back on track after a chairman was appointed and the government agreed to sell a 24 per cent stake by the end of the year. It hopes to raise about \$600m through the sale.

Mr Ami Erel, former head of Idan-Eitach, the communications services group, takes over just months before Israel's international telephone lines are opened to competing service providers.

The resolution to sell a stake suggests the government has found a way round the long-running dispute with Cable and Wireless, the UK telecoms company which has a 10 per cent stake in Bezeq. The government has prevented C&W from raising this to 20 per cent.

While the government's relationship with C&W is unclear, Bezeq has been unable to prepare a prospectus for an international offering.

However, the government agreed yesterday to offer a 10 per cent stake to the domestic market. A further 14 per cent would be reserved for the international market, but sold in tranches of between 2 and 3 per cent.

"This means that Bezeq may not after all have to issue a prospectus," said a government official. He said the communications ministry would have the option to sell the international tranches directly to the market, or offer them in trade sales to strategic investors.

Bezeq also said yesterday it would press ahead with a US\$200m Yankee bond issue in the coming months.

One of Israel's leading companies, its net profits rose 5.3 per cent last year, from Shk626m to Shk659m (\$197m), while revenues rose 4.7 per cent, from Shk7.9bn to Shk8.2bn.

EUROPEAN NEWS DIGEST

Fiat sells stake in Alcatel Alsthom

Fiat, Italy's largest private company, yesterday sold its 1.9 per cent stake in Alcatel Alsthom, the French telecommunications and engineering group, for FF2.2m (\$356.8m) to Société Générale, the French bank, which placed the shares with institutional investors. The deal marks the end of the relationship between the French and Italian conglomerates, which had originally sought to build a strategic alliance with cross-shareholding interests.

Fiat's decision to sell its Alcatel Alsthom stake follows last year's decision by the French group to shed its 2 per cent shareholding in the Italian car manufacturer as part of a radical restructuring. The stake was bought by IFI and IFI, the two quoted companies of the Agnelli family who control Fiat, for about L350bn (\$210.8m). Following the sale, Fiat no longer had any interest in holding on to its 1.9 per cent stake in the French group. The Turin group said the transaction involved 3,096,788 shares and that it would realise a gross consolidated capital gain of around L200bn from the sale.

Paul Betts, Milan

Benetton set for acquisitions

Benetton, the Italian clothing group, yesterday reported an 11.5 per cent rise in its 1996 consolidated net profits after clearing all its debt for the first time in its history. The elimination of debt suggests that the company is now poised to make an acquisition. Benetton is understood to have been studying various options to strengthen its core clothing business.

Consolidated net profits rose from L220.3m in 1995 to L245.7m (\$147.96m) last year, although consolidated sales fell 2.3 per cent from L2.939bn to L2.871bn. The decline in sales reflected the strong appreciation of the lira and the sale of some non-strategic activities.

In volume terms, sales rose nearly 4 per cent, with substantial increases in European Union markets, east Europe and in some Middle East countries. Operating profits fell 9.5 per cent from L443.8m to L401.7m. However, the company saw its financial charges fall 73 per cent from L46.6bn to L12.6bn. At the end of last year, cash flow was L66bn and the company had L135bn in net liquid assets. Working capital was reduced by nearly L150bn, from L1.265bn to L1.137bn. The dividend has been raised by 18 per cent to L500 a share.

Paul Betts

CGIP shares 'undervalued'

CGIP, the French holding company with stakes in Valeo, Cap Gemini and Crowi Cork & Seal, yesterday launched a campaign to argue that its shares were undervalued. Mr Ernest-Antoine Seillière, chairman, said there was considerable "potential" for the group's share price to increase, given that a new evaluation of its net assets was FF2,500 a share in March, against an average price during the same month of FF1,630. This discount – of more than 50 per cent – is extremely high, although most French holding companies suffer substantial discounts in a reflection of scepticism by investors towards the groups.

Mr Seillière stressed the importance of CGIP's role as a "shareholder-entrepreneur", and said his group helped define the strategy of its subsidiaries, put pressure on their managements, and assisted with financing. He was speaking as the group announced that 1996 net income almost doubled from FF151.4m to FF313.3m (\$231m). The surge reflected a turnaround from losses of FF55m in 1995 to profits of FF22m at Cap Gemini, and a steady progression of profits in its other divisions. However, most of the increase for the group was attributed to a jump in exceptional profits, to FF670m from FF74m, triggered by a FF480m capital gain on a 24 per cent stake in Crown Cork & Seal, the US packaging group, FF38m from the sale of a 3.2 per cent stake in Cap Gemini, the software company, and the write-back of FF300m in provisions, offset by a FF207m provision against risks.

Andrew Jack, Paris

Wärtsilä merger cleared

Metra, the Finnish industrial group, will today announce the formal go-ahead for the merger of its shipbuilding division with Fincantieri, Cantieri Navali Italiani, the state-owned Italian shipyard. The deal, announced last September, can now proceed following approval from a number of national competition authorities in Europe.

The joint venture, in which Metra is to hold an 80 per cent stake, will be leader in medium-speed diesel engines for the shipping industry, with a 25 per cent market share. It will also be leader in medium-speed diesel engines for electricity generation. It will have 1,100 employees and annual sales of about \$2.4bn, around half of them in south-east Asia. This reflects the region's strength in shipbuilding and the rapid growth in demand for electricity. Metra said Wärtsilä, which accounted for almost 70 per cent of group sales last year, was committed to strengthening its presence in Asia-Pacific.

Gray, Helsinki, Stockholm

Mediaset profits slip

Mediaset, the Italian television and advertising group controlled by Mr Silvio Berlusconi, the former prime minister, yesterday reported a 2 per cent fall in its 1996 net profits to L445.3m (\$288m) from L454.6m in 1995. The profit drop reflects a sharp increase in the company's tax burden, which rose from L128.8m in 1995 to L389.2m in 1996. The media group had benefited in 1995 from tax incentives linked with new investments.

However, pre-tax profits rose 16.2 per cent from L781.6m in 1995 to L900.2m in 1996, while revenues rose 5.1 per cent from L2,988.5m to L3,138.7m. The company said advertising sales in the first three months of this year had increased by 10.4 per cent compared with the same quarter the previous year. Financial charges were virtually eliminated falling from L226.4m in 1995 to L8.1bn last year. At the end of 1996, the company had net liquid assets of L439m. The dividend was increased by 11.4 per cent to L195 per share.

Mediaset shares have been underperforming in recent months because of concerns over Italian television broadcasting regulations and the future intentions of some of the company's core shareholders including Prince Alwaleed Bin Talal Bin Abdulaziz Al Saud, the Saudi investor, the German Kirch media group, and the French Canal Plus pay-TV company.

Paul Betts

Bertelsmann 'not unhappy'

Bertelsmann, the German media group, expects net profits this financial year to exceed the DM950m earned in 1995-96, after a rise in the first half to December 31. Turnover rose 5 per cent to DM1.4bn (\$822m) in the first six months, with growth in the domestic market of 7.8 per cent, to DM747m, for the first time in many years. Mr Mark Wiesner, chairman, said Bertelsmann was "not unhappy" with progress. "We have achieved our most important goals and feel we are well positioned in international media markets," he added. Officials said he was referring to the creation of Europe's biggest broadcaster through the merger of the TV interests of its USA unit with Compagnie Luxembourgeoise de Télédiffusion, as well as to the improved results.

Mr Wiesner said the group could continue financing expansion from its own resources. Turnover for the year to June 30 1997 would probably rise to around DM2.5bn from last year's DM2.15bn. Operating profits, down 9 per cent last year to DM1.5bn as a result of higher paper prices and cautious consumer spending, was also up in the first half. Net debt fell DM107m to DM342m. Capital spending was little changed at DM341m.

Andrew Fisher, Frankfurt

Paragon International
Paragon International, a Cayman Islands special purpose corporation, has determined to change its name to SunAmerica Institutional Funding. Paragon International issues notes in series from time to time pursuant to an indenture dated as of November 14, 1994, as Amended and Supplemented (the "Indenture") between Paragon International and The First National Bank of Chicago as trustee. Each series of notes is secured by a guaranteed investment contract issued by SunAmerica Life Insurance Company or one of its affiliates as provided under the Indenture.

The following series of notes issued by Paragon International have been listed on the Luxembourg Stock Exchange:

Series 1995-A Principal amt. of US \$20,000,000.00 due April 12 1999
Series 1995-B Principal amt. of US \$40,000,000.00 due April 12 1999
Series 1995-C Principal amt. of US \$40,000,000.00 due April 12 1999
Series 1995-D Principal amt. of US \$30,000,000.00 due September 6 1999
Series 1995-E Principal amt. of US \$3,000,000.00 due September 6 1999
Series 1995-F Principal amt. of Japanese Yen 1,000,000,000 due Nov 27 2000
Series 1997-A Principal amt. of US \$150,000,000.00 due February 20 2002

The 1995 Series A, B and C Notes are listed on the Luxembourg Stock Exchange pursuant to an Offering Circular dated as of April 11, 1995.
The 1995 Series D, E and F Notes are listed on the Luxembourg Stock Exchange pursuant to an Offering Circular dated as of August 22, 1995.
The 1997 Series A Notes are listed on the Luxembourg Stock Exchange pursuant to an Offering Circular dated as of February 20, 1997.

Paragon International will change its name to SunAmerica Institutional Funding pursuant to an amendment to its Certificate of Incorporation which will be filed with the Registrar of Companies in and for the Cayman Islands on or about April 7, 1997.
Following the name change the Notes will neither be stamped nor exchanged and will be listed under the new name of SunAmerica Institutional Funding.

LLOYDS INTERNATIONAL LIQUIDITY SICAV
L-2519 Luxembourg
R.C. Luxembourg No. B25813

Notice is hereby given that the Annual General Meeting of Shareholders of LLOYDS INTERNATIONAL LIQUIDITY SICAV will be held at the registered office in Luxembourg, 1 rue Schiller, on 15 April 1997 at 10.00 am with the following agenda:

1. Submission of the reports of the Board of Directors and of the Authorized Independent Auditor;
2. Approval of the annual accounts as at 31 October 1996 and allocation of the net results;
3. Change to the Authorized Independent Auditor for the financial period ended 31 October 1996;
4. Election of the Authorized Independent Auditor for the new financial year;
5. Acknowledgement of the resignation of Mr J. J. Galbraith from the Board of Directors;
6. Acknowledgement of the nomination of Mr Nigel Simpson as the new Chairman of the Board of Directors;
7. Election of Mr George Lo, Mr Marc De Leyse and Mr René Keller as new Directors.

The resolutions on the agenda of the Annual General Meeting will require no quorum and will be passed by the majority of the votes expressed by the Shareholders present or represented at the Meeting.
Shareholders are hereby advised that effective from 1st January 1997 Lloyds International Liquidity SICAV (L.I.L.) will benefit from a reduced rate in the "Tax d'abonnement" of only 0.02% p.a. instead of the previous rate of 0.06% p.a. It is to be expected that this tax will further be reduced to 0.01% p.a. as of 1 January 1998.

The new 1997 Prospectus reflects the investment policy by virtue of which the beneficial tax status mentioned above has been achieved. Further modifications pertain to the definition of "business days" which now exclude the Friday before Easter (Good Friday) and the 24th of December.

JP Kioski SA

FRIDAY APRIL 4 1996

GUEST

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Financial Times.
World Business Newspaper.



Weekend FT.
Even more figures.

The new look Weekend FT. Every Saturday.

RECRUITMENT

A balanced lifestyle is the student objective, says Richard Donkin

Get-a-life generation

The Newtonian law of physics which states that for every action there is an equal and opposite reaction is often noticeable in wider society.

It is the principle of the backlash. When a trend sends the normal way of doing things out of kilter it will result, eventually, in a correction or period of redress - in the same way that boom leads to bust, cavaliers led to roundheads and trade union excess led to industrial relations laws.

Today, many who have jobs are working too many hours and the trend is on the increase. Only last week a survey of 730 companies by Robert Half International, financial recruitment consultants, found accountants were working nearly 48 hours a week on average. Nearly a third did not take their holiday entitlement and many were taking work home at weekends.

But, as the trend to work longer and harder continues among the generation that discovered the meaning of downsizing, it should not be surprising that a new generation is developing differing attitudes to work.

This "get-a-life" generation has emerged in a survey of more than 1,200 business students from 30 of the world's leading universities carried out for Coopers & Lybrand, the accountants, by Universum International, a Swedish-based research company. The business students said their number one goal was to "achieve a balanced lifestyle and to have a rewarding life outside of work".

These statements featured most strongly when the students were asked to rate their top three priorities. Typical of students' desires to have their cake and eat it, competitive salaries and opportunities to reach managerial levels also rated highly, if less strongly than

the statements emphasising quality of life.

Almost a quarter of the students said they had studied abroad and just over a fifth had international work experience, leading Nicholas Moore, chairman of Coopers & Lybrand International to describe them as the "first global generation".

There seems to be a dichotomy here. Students appear to be fulfilling the potential for Coopers & Lybrand's vision of a truly international business staffed by people who can move with ease across the globe. Yet these same students say they want a rewarding life outside work.

While businesses such as Coopers & Lybrand can deliver the rewards and travel opportunities that graduates will demand, they may find that structuring employment to allow balanced lives may be more difficult. The Robert Half survey suggests many

accountants are not achieving that rewarding life outside work.

Headhunting

Rapid growth in the US has pushed worldwide revenues of the world's six largest headhunting groups beyond \$100 (£61.5m) for the first time, according to Hunt Scanlon Publishing in its Executive Search Review newsletter.

Korn/Ferry International, the largest group, had worldwide revenues in 1996 totalling \$26.8m, more than half generated outside the US. Spencer Stuart had the highest global growth rate with international revenues rising 19 per cent.

Hunt Scanlon says two factors are driving the growth: corporate restructuring has run its course leaving companies seeking to strengthen management; and headhunting is gaining greater acceptance internationally.

International living costs index: selected cities

Country	City	Living cost index	21	22	Country	City	Living cost index	21	22
Japan	Tokyo	158.50	180.283	0.8	New York	New York	101.87	85.595	1.2
Iceland	Reykjavik	159.03	117.172	2.4	Roswell	Roswell	101.87	85.595	1.2
Switzerland	Geneva	134.22	2,226	0.7	China	Beijing	100.46	13,826	0.3
Norway	Dale	130.33	10,781	1.7	UK	London	100.00	100.00	1.0
Denmark	Copenhagen	120.03	9,917	2.4	Spain	Madrid	99.46	1,448	1.1
Germany	Berlin	118.08	2,59	1.4	Italy	Rome	97.70	1,007	1.0
Finland	Helsinki	116.83	7,728	0.5	Malawi	Lilongwe	97.81	25,542	74.8
Sweden	Stockholm	115.57	11,378	0.8	Chile	Santiago	94.88	705,417	0.3
Denmark	Copenhagen	113.95	2,59	1.4	India	New Delhi	94.88	60,738	0.8
Hong Kong	Hong Kong	111.29	12,588	0.8	Thailand	Bangkok	94.88	4,299	1.1
Uruguay	Montevideo	110.46	14,467	2.1	Croatia	Zagreb	94.75	6,23	4.5
France	Paris	110.11	8,745	1.8	Luxembourg	Luxembourg	94.73	53,333	1.4
Italy	Rome	108.54	25,917	2.6	Saudi Arabia	Jeddah	94.27	6,251	1.3
Spain	Madrid	108.51	8,976	1.7	Sri Lanka	Colombo	93.84	94,008	0.4
Netherlands	The Hague	108.37	2,596	2.3	Sweden	Stockholm	93.45	218,083	0.3
Austria	Vienna	107.13	18,226	2.3	US	Washington	92.58	1,087	2.3
Singapore	Singapore	106.89	2,283	1.4	Switzerland	Zurich	92.58	1,158	0.3
Latvia	Riga	106.02	2,592	5.9	Finland	Helsinki	91.89	20,712	2.0
Korea (South)	Seoul	105.78	140,733	4.8	Greece	Athens	90.53	411,833	0.7
Belgium	Brussels	105.67	53,333	2.4	Portugal	Lisbon	89.73	280,217	0.3
Spain	Barcelona	105.07	218,083	3.2	Portugal	Lisbon	89.04	14,701	1.9
Taiwan	Taipei	104.81	45,943	3.2	Denmark	Copenhagen	88.24	70,775	0.2
Brazil	Brasilia	104.43	1,73	10.8	USA	New York	88.24	1700	0.2
Russia	Moscow	103.80	825,167	23.9	Indonesia	Jakarta	87.28	384,167	0.8
Argentina	Buenos Aires	103.64	1,886	0.4	Nigeria	Lagos	86.82	132,887	0.7
US	New York	102.23	1,887	3	Turkey	Istanbul	86.46	1,881	2.4
Jamaica	Jamaica	102.21	50,857	25.6	Thailand	Bangkok	85.53	42,595	0.4

Tokyo tops table

Listed above is the latest update to the cost of living index featuring a sample of cities drawn from P-E International's Worldwide Living Costs survey which looks at

about 130 countries. The exchange rate is that on January 31. To update the index divide the exchange rate by the new rate and multiply the result by the table's index figures. The index is drawn from

six European cost-of-living indices and is based on the consumption needs of a married couple with two school children. It excludes house rents and tax levels. The Japanese city of Tokyo has overtaken Reykjavik as the most costly place to live in the world.

Worldwide Living Costs. P-E International, Park House, Wick Road, Egham, Surrey TW20 0HW. Tel 01784 494411. E550.

LEADING INTERNATIONAL DERIVATIVES HOUSE
DERIVATIVE MARKETEEER

CITY

This organisation is the London based Capital Markets arm of one of the world's leading financial services institutions with group assets in excess of \$500 billion. Their continued successful growth in the Pan-European markets is the result of actively marketing derivative solutions to the needs of their blue chip client base. This growth has led to an unrivalled opportunity within their derivatives marketing unit.

The team provide pricing, structuring and marketing support for the

group's customers, focussing mainly on Interest Rate and currency derivatives. This role primarily concentrates on the French market, also providing scope to cover a wider base for the successful candidate. You are likely to have:

- At least two years of relevant derivatives marketing experience
- Strong mathematics background
- Ability to communicate effectively and clearly with senior Bank personnel and clients

ROBERT WALTERS ASSOCIATES

LONDON WINSTON AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

PRODUCT MANAGERS

Opportunities for financial markets professionals
£30-50K plus excellent benefits

Datastream/ICV provides real-time and historic financial information services to the investment community worldwide. Over 5,000 organisations in 50 countries depend on our dynamic range of products, individually tailored to user processes and market needs. With the support and prestige of our parent company, Primark, an \$800 million US corporation, we have moved into exciting times, developing new products, new services and further expanding our global presence.

Working within the Corporate Marketing team, our Product Managers take responsibility for a specified portion of our multi-million dollar investment research business.

Providing vital input into the on-going development of our corporate strategy, you will take ownership of the development of your business line. This key role will involve the identification of threats and opportunities, the formulation of strategies in response to these factors and working with cross-functional teams to build and launch products to meet the sophisticated needs of our customers. During this exciting period of investment and growth you will also be given the opportunity to tackle marketing projects with sister companies in the Primark Group.

To meet this challenge, you could be from one of two backgrounds. You will either have a command of the principles of marketing gained from a product management role within the investment industry, or a detailed understanding of how financial information is analysed to support investment decisions, gained from a broking or fund management environment. Whichever background you have, you will have a thorough understanding of current technology trends, combined with exceptional tenacity, creativity and influencing skills.

Please forward your CV and details of current remuneration to Annette Perry, Datastream/ICV, Mornmouth House, 58-64 City Road, London EC1Y 2AL.

DATASTREAM/ICV

PRIMARK GLOBAL INFORMATION SYSTEMS

Datastream/ICV, once again voted
top data vendor in the Kinsey
Dealing Room Survey, 1997

AFRICA : COMMERCIAL BANKING

Challenging opportunities to develop a new commercial banking group

Messcom is the holding company for the African banking interests of three of Kenya's oldest and largest business groups. These include: Mchraj, with operations in the British Isles and Africa; Combank, which has global interests in the industrial and service sectors; and Steel Africa, which is internationally involved in manufacturing, processing and trading.

Messcom is currently investing in or forming new commercial banks in countries in Eastern, Central and Southern Africa. In addition to an existing shareholding a bank in Zambia, Messcom plans to commence operations in Kenya, Tanzania, Uganda, Mauritius, Malawi and Zimbabwe.

Applications are invited for the following positions in this young and ambitious group. This is an exciting opportunity for experienced bankers with knowledge of the region to join the organization and make a significant contribution to its successful development.

Group Managing Director

Nairobi

A Managing Director is sought for Messcom Group to develop and execute group strategy on behalf of the shareholders. The Managing Director will be responsible for overseeing the group's investments, the opening of new banks subject to receipt of licences and, together with the individual Managing Directors, for their operation.

The Group Managing Director will be responsible for ensuring that the banks in the group exploit opportunities for cooperation. The candidate will also liaise with the shareholders in the development of merchant banking services to the banks' clients.

An experienced banker is sought, with a broad range of experience of all aspects of commercial banking including lending, treasury, trade banking and risk management.

The candidate will have a minimum of 15 years' experience of which at least one third will have been spent in Africa, preferably with a major banking group. He will be Messcom's principal contact with government and industry.

Managing Directors

Eastern, Central and Southern Africa

Candidates are also invited to apply for the positions of Managing Director of individual banks in the Messcom Group.

Senior commercial bankers are sought with the experience and ability to establish new banking operations offering the highest service standards to corporate customers.

Candidates should have experience in banking in Africa.

To apply, send a detailed CV outlining details of your experience and including current salary and benefits, to A M P Shah, Messcom Holdings Limited, Mchraj Court 18 Jockey's Fields, London WC1R 9EJ. Interviews will be held in London and/or Nairobi.

Head of EMS and Tier Two Currencies

Foreign Exchange

Global Investment Bank

£Excellent

City

THE COMPANY

- ◆ Prestigious, innovative, profitable banking group. Success story within investment banking.
- ◆ Headquartered in London with office network in over 20 countries.

THE POSITION

- ◆ Responsible for running the EMS and Tier Two currencies desk of a profitable and successful Foreign Exchange business.
- ◆ Maintain a strong presence in EMS currencies while also successfully transacting into Tier Two currencies.
- ◆ Assist in the management of the overall FX trading business.

QUALIFICATIONS

- ◆ Minimum 10 years' market experience. Must have exposure to EMS and Tier Two currencies. Previous experience of managing large Spot FX desk desirable.
- ◆ Knowledge of wide variety of products and their effect on EMS and Tier Two currencies. Familiarity with Derivatives products essential. Experienced in building a business. Proven P & L track record.
- ◆ Due to global nature of FX business, familiarity with working in multiple locations, both in head office and regional offices preferred.
- ◆ Demonstrable leadership qualities. Foreign language ability vital.

Please send full cv, stating salary, ref F5703A2, to NBS, 10 Arthur Street, London EC4R 9AY
Fax 0171 625 1525 Tel 0171 625 1520

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NBS Selection - Financial Services



Selection and Search

A BNS Resources plc company

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MANAGING
DIRECTOR

ASSET MANAGEMENT COMPANY

KUALA LUMPUR

We have been retained to find a 30/50 year old generalist fund manager to head up a joint venture between a major UK-based asset management company and one of Malaysia's leading financial and industrial groupings.

The job calls for a senior equity fund manager and the ability to head a small team and lead a business is more important than regional knowledge. We would therefore welcome applications from non-Far East fund managers.

The requirement is for someone who can take up the role in the near future and give a three/five year commitment.

The company will initially provide asset management for a unit trust operation based in Kuala Lumpur but there are likely to be further developments in the pipeline which will allow the operation to grow significantly.

A generous salary supplemented by a bonus and appropriate expense package is envisaged.

Please reply to Colin Barry, Managing Director at KW Selection, 140 Park Lane, London W1Y 3AA. Fax No. 0171 355 1521.

Initial applications are requested by letter or fax by Thursday 10th April.

KW SELECTION

A Knight Wendling Company

INTERNATIONAL FINANCE MANAGER

Exceptional Opportunity in International Treasury with Oil and Gas Major

Central London Excellent Package

Mobil is one of the world's leading integrated oil, gas and petrochemical companies, with extensive exploration and production interests and a major presence in the marketing and refining of petroleum and related products.

As a result of an internal promotion, we now have a vacancy within our Treasury function, reporting to the Regional Treasurer - Europe and Central Asia, Africa and the Middle East.

Working autonomously with senior managers from oil affiliates, i.e. Exploration and Production, Marketing and Refining and Chemicals, you will provide financial analysis and negotiation support for a variety of projects such as joint venture investments and merger, acquisition or divestment opportunities, ensuring optimal financial results for the overall Business Plan. You will also keep abreast of products and programmes available from external financial institutions, and negotiate terms for those appropriate to your client's needs.

Degree qualified, preferably in a finance-related subject, and computer literate, you will have gained 5-7 years' experience in a Treasury function of a large blue-chip organisation. Preference will be given to candidates with

experience in project financing, cost-effective funding and risk management. Exposure to upstream oil and gas, either working within the industry, or acting as an adviser to it, would also be an advantage. As the role involves a degree of international travel, a second European language would therefore be beneficial.

Mobil offers a competitive salary and benefits package with a commitment to both personal and career development. If you see this opportunity as the next step to enhance your already successful career, then send your CV with current salary details and quoting reference MDS347, to David Lloyd/Jerry Goldsmith at Macmillan Davies Hodes, Salisbury House, Bluecoats, Herford SG14 1PU. Tel: 01992 582552. Fax: 01992 583301. E-mail: goldsmith@macmillan.mhs.compuserve.com

Mobil is an equal opportunities employer.

Mobil The energy to make a difference.

HEAD OF COMMERCIAL DEVELOPMENT

MAJOR PLAYER IN UK ENERGY MARKET

SOUTH EAST

Our client is a major integrated participant in the rapidly changing energy supply and trading marketplace, principally in the UK, although with other international interests.

The dynamics of the gas, oil and electricity marketplaces in the UK and overseas have led to substantial trading and/or joint venture and acquisition opportunities at many points in the energy trading chain.

A key role has emerged to add to the commercial strength of this rapidly growing market participant, driving commercial development and opening opportunities in the UK, USA and possibly other European markets.

Of Graduate calibre your background will include significant commercial development in the global energy marketplace. Your background could include petroleum, gas or possibly other energy sectors, including electricity generation and distribution.

Self-starting and opportunistic you will have a record of innovation and success in both the development and completion of new trading opportunities. A skilled manager, vital to your success will be the ability to act both independently and as part of a team.

A willingness to travel, high energy and a desire to win will be key qualities of the job holder who will face significant career development opportunities.

Please apply in writing quoting reference 1372 with full career and salary details to:
Alan Murray
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.whitehead.co.uk/whitehead

Whitehead
SELECTION

A Whitehead Group PLC company

European Head of Equity Finance

City

Global Investment Bank

Excellent Package

Our client is a leading UK based global investment bank. Its Equities division, as a result of the continuing growth of the securities financing business, is looking for a European head to manage the successful implementation of its business strategy with regard to Securities Lending, Prime Brokerage and various Equity related financing businesses.

The position will be London based and report to the Global Head of Equity Finance. The successful applicant must have established financing businesses in multiple locations, including the United Kingdom, the United States and one Far Eastern financial sector. Applicants must have a Finance related degree, and in excess of five years relevant experience. SFA registration is essential, as is the ability to manage a team of professionals.

Applicants will need to demonstrate practical, systems and managerial experience of Securities Lending, Prime Brokerage, Equity Repo, Swaps and Collateral Management techniques. Applicants must have international knowledge of direct lending, Instimonials, Custodian lenders, Hedge Funds and other borrowing Customers and have experience providing coverage to major Proprietary trading businesses.

Only candidates with a proven track record should forward their resumes, in complete confidence, to Charles Stopford Sackville or Mark Faulkner at SFI.

Ten Wilkes Street, London E1 6QF
Tel + (44) 0171 377 2977
Fax + (44) 0171 377 2919



Email Recruitment@sfi-ldn.co.uk
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Ernst & Young Global Client Consulting

European Resource Manager

Ernst & Young Global Client Consulting is a multinational organisation which provides global management consulting services to the largest world companies to meet strategic mission critical issues facing these clients.

The group now wishes to appoint a European Resource Manager, with the prime mission to support the global account partners through the management of all processes related to facilitating the building of a world-class European capacity and deploying best teams on a pan-European basis.

As a key member of this growing International team, the Resource Manager's areas of accountability include co-ordinating international recruitment, supporting international movements of resources across the world (expatriation and secondment process), implementing performance management processes to evaluate and develop professionals across

national boundaries, and managing the international staffing process.

Candidates to this unique career opportunity have several years professional experience, partly gained in a professional services firm and a proven track record in developing and implementing leading edge human resource management processes. International experience is necessary to operate effectively in this multicultural context. English is the working language, a good command of another European language is desired. PC fluency is a must. The position will be based in one of Europe's largest cities.

An international mind-set, solid planning and organising skills, a strong sense of negotiation and problem solving, excellent interpersonal skills, strategic and business judgements are key attributes to succeed in this challenging role.

If your experience and abilities match this position, please write, stating your relevant skills profile together with a CV in English, present remuneration package and availability to Brigitte Morel - Ernst & Young Global Client Consulting - Tour Manhattan - 6, place de l'iris - Cedex 21 - 92095 Paris la Defense 2 - France.

ERNST & YOUNG

The French subsidiary (MF 350 turnover) of an international textiles company is looking for a

Finance Controller

Pas de Calais

Working closely with and reporting to the Group Finance Director you will be responsible for all financial and management accounting systems within the company:

- Preparing and presenting management and statutory reports in accordance with the Group timetable.
- Preparing quarterly forecasts, budgets and strategic business plans.
- Maintaining and updating the standard costing system and analysing variances.
- Leading business and accounting improvement projects.
- Managing a finance department comprising 10 staff.

Aged 28 to 35, you can work effectively in English and French and have spent some time in industry since qualification. A good communicator and team player, you have proven accounting skills (French and UK) and a track record of managing change.

Interested applicants should forward a comprehensive CV + photo + phone number + current salary quoting ref MBA 16369, to Michael Page International, 3 boulevard Bineau, 93594 Levallois Perret cedex.



Michael Page International
Londres Paris Madrid Milan Amsterdam Frankfurt
Hong Kong Sydney Singapore

DE-VA/S seeks

Financial Executive

The Job: The Financial Executive, reporting to the Divisional Manager and working with others in the department, is responsible for:

- planning, implementing and maintaining our accounting system - Scala.
- planning, implementing and maintaining the company's budget systems, along with creating the necessary budget summaries.
- planning, implementing and maintaining procedural descriptions for book keeping registration along with co-ordinating and ensuring that the procedures are followed.
- calculating and maintaining the period and annual accounts and working with the external accountant to document these procedures.

Qualifications: We expect applicants to have:

- relevant degree and professional qualifications.
- broad experience within an accounting department and/or a large accounting company (min. 5 years of experience).
- computer literacy, both in accounting systems and Microsoft Office.
- experience in staff development and training.

DE-VA is a leading European manufacturer of electrical floor-warming systems, with the international division DE-VA implementing a successful expansion policy, and has at present 15 companies worldwide ranging from Norway to New Zealand.

- a thorough understanding of English (our company language) both written and spoken.
- an understanding of Russian is also desirable.

We Offer:

- a challenging job in an exciting and growing company.
- an informal working environment in an international atmosphere.
- excellent development opportunities and a salary which matches both the work requirement and the successful applicants' qualifications.

We expect you to take up residence in Vejle - Denmark, for a period of 2 years.

Applications: Written application and C.V. to be with us by Friday 18th April 1997 at the latest, marked "Financial Executive".

DE-VA

DE-VA/S
Ulvehavevej 61
DK 7100 Vejle
Denmark
Tel. +457858585

DE-VA is a leading European manufacturer of electrical floor-warming systems, with the international division DE-VA implementing a successful expansion policy, and has at present 15 companies worldwide ranging from Norway to New Zealand.



Australian Embassy, Brussels PUBLIC AFFAIRS MANAGER

The Australian Embassy in Brussels is seeking an Australian national to direct its public affairs activities for the European Union, the Kingdom of Belgium and the Grand-Duchy of Luxembourg.

The Public Affairs Manager will serve as the Embassy's media liaison officer and develop and maintain high level contacts with key European political and business institutions. He or she will provide support for Australian trade and investment initiatives; and will possess a capacity for basic research and report and speech writing on a range of issues relating to Australia's economic and political interests in Europe.

Applicants must have extensive experience in public relations and media work at practical and managerial levels. They will be able to identify the public affairs aspects of policy issues and arrange public events, including exhibitions, recitals and seminars. They will have strong communication skills and a good understanding of EU policy issues, especially as they affect Australian interests.

The successful applicant will desirably have high level information technology skills, especially relating to word processing, desk top publishing, printing and the Internet. Fluency in at least one of Belgium's national languages will be a decided advantage. To meet security requirements, applicants must hold Australian citizenship.

Applications should be sent to the Australian Embassy, (marked Public Affairs Manager), Rue Guimard 6-8, 1040 Brussels by 18 April 1997.

APPOINTMENTS WANTED

Managing Innovation

Experienced director large &

small electrical companies. Successful global management

of technical innovation including acquisition/Vs Europe, US, Asia. Available for active or advisory role.

Tel: 01244 343891

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The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment

advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

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Toby Finden-Crofts on +44 171 873 3456

FINANCIAL PROGRAMMER

Bear Stearns Bank PLC, the banking subsidiary of Bear Stearns based in Ireland, seeks a candidate with 3-5 years programming experience using C++ and relational databases. The candidate should be degree educated with good UNIX experience. Knowledge of Fixed Income and Equity products is necessary and a knowledge of Derivatives is extremely desirable. The individual being sought will initially be responsible for integrating existing systems within the Bank's infrastructure and for designing and implementing capital adequacy reporting systems. The candidate will also provide systems support to the office, relying on the global Information Systems group of Bear Stearns.

If you are interested in applying for this vacancy, please send/fax your curriculum vitae and letter of introduction to:

Pascal Lambert
Bear Stearns Bank PLC
Block 8, Harcourt Centre, Charlotte Way,
Dublin 2, Ireland.
Tel: (353) 402 6201
Fax: (353) 402 6222

BEAR STEARNS

THE WORLD BANK, the leading multilateral organization in global economic development, seeks qualified candidates for

PROJECT FINANCE SPECIALISTS IN INFRASTRUCTURE

Duties. Provide intellectual leadership/advice in: (a) developing sustainable sector and project financing mechanisms and strategies to support sector development objectives; (b) developing co-financing packages including export credits, commercial bank financing, and development assistance financing from bilateral/multilateral sources; (c) promoting more active private sector participation in the financing of sector needs.

Requirements. (a) MBA in Finance or advanced degree in Economics or equivalent; (b) minimum 6 years solid experience in project financing for the private sector development of infrastructure services, including an impressive track record of excellence and innovation in a private or public financial institution; (c) proven capacities in project management; (d) excellent communication skills.

These positions are based in Washington, DC, USA. The World Bank offers a competitive compensation package, net of taxes, including expatriate benefits. Please respond before April 25, 1997 and mail/fax CV to The World Bank, Recruitment Unit, Job Code: INFPR FIN, Box MC-4-127, 1818 H St., NW, Washington, DC 20433, USA. Fax (202) 473-0591.



The World Bank

OIL TRADING AND SUPPLY

In Statoil's Crude Oil Trading Office in Stavanger, Norway, we have an opening for an experienced

Crude Oil Trader

The applicant should have minimum 3 years prior experience from trading crude oil, as well as solid understanding futures, forwards and derivatives.

The desired person should have a commercial or engineering degree on University level.

Questions regarding the position can be put to Mr. Birger Lunke, Trading Manager, telephone +47 51 805682.

The right candidate will be offered competitive terms.

The company desires a more even gender balance and invites women to apply.

A written application with documentation should be sent before April 11th 1997 to Den norske stats oljeselskap a.s. (Statoil) attn: Elise-Marie Edland, O&S PO, 4036 Stavanger, Norway

Please write O&S-N01897 on the envelope.

STATOIL

APPOINTMENTS WANTED

Mutual Funds Sales Zurich

Independent Financial Advisory company seeks distribution agreements with banks, unit trusts, etc. for the distribution of high quality funds with proven track records.

Advisory Services

84 Bahnhofstrasse CH-8001
Zurich, Ph 0041 (1) 222 15 80
Fax 0041 (1) 222 15 81



European Bank for Reconstruction and Development

The European Bank has a unique challenge to assist the countries of central and eastern Europe and the former USSR in their transition to market economies. The European Bank supports projects through lending, taking equity positions and providing technical assistance.

The Banking Department focuses on the development of the private sector, restructuring and privatisation of the state assets, creation and strengthening of financial institutions, development and improvement of the environment, including action to improve nuclear safety.

Along with a competitive compensation and relocation package, we offer action and achievement in a truly historical enterprise.

Banking Manager

The Banking Department Front Office needs a highly motivated individual (m/f) to run a team of highly skilled staff. The successful candidate will have extensive experience in the management of a Banking Department.

Based at the Bank's headquarters in London, the successful candidate will focus on two main areas:

MIS Data and Reporting

- Design and co-ordinate an MIS system for the Banking Department Business Plan and Team Appraisals; □ Ensure fast and accurate weekly, monthly and semi-annual MIS reports; □ Manage the extension of reporting data to the Banking Department.

Banking IT Systems

- Seek efficiency gains in the Banking Department IT systems; □ Improve the integration of the Banking Department systems; □ Work closely with IT departments on the development of new IT systems affecting the Banking Department.

The successful candidate will have: □ At least four years' experience in the design, development and implementation of MIS systems; □ A strong understanding of the Banking Department's business and its relationship with the Banking Department.

Along with a competitive compensation and relocation package, we offer action and achievement in a truly historical enterprise.



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Along with a competitive compensation and relocation package, we offer action and achievement in a truly historical enterprise.

Head of Moscow Office

The Bank is looking for a new Head of Office in Moscow. The successful candidate will be returning to London after more than 4 years.

This is a key appointment for the Bank's Moscow Office. The successful candidate will manage a staff of 30 people.

Main responsibilities will be to: □ Promote the Bank and its mission in the Russian market; □ Coordinate and supervise banking operations; □ Develop key relationships with Russian officials at federal, regional and local levels; □ Manage the Bank's business community; □ Manage the Bank's relationship with the Russian Financial Institutions and the Russian Government Agencies; □ Co-ordinate the Bank's private sector and privatisation.

The successful candidate will have: □ Fluency in Russian; □ Excellent communication skills in English; □ A strong understanding of the Russian market and its relationship with the Banking Department.

Along with a competitive compensation and relocation package, we offer action and achievement in a truly historical enterprise.

ACCOUNTANCY APPOINTMENTS

CHIEF FINANCIAL OFFICERS

CHINA

This company, based in Beijing, is China's leading direct investment company. With US\$500m under management and employing over 100 people the company adopts an industry focused approach to investing. With 17 majority-owned Joint Venture investments in two of China's leading industries - Auto Components and Beer, the corporate strategy is to contribute not only capital but also management and technology to all its Joint Ventures.

The need has now arisen for a Chief Financial Officer for both the Auto and Beer divisions.

With a team of investment managers and JV finance representatives and

reporting directly into the board, each Chief Financial Officer will be responsible for:

- financial reporting
- MIS
- internal controls
- capital expenditure, cash and working capital management.

In addition, he/she will oversee budget preparation, measurement and required action steps to grow the business including championing quality and cost initiatives.

Aged 34-45 the successful candidate will be a qualified accountant and/or MBA. Commercial experience is essential, preferably in industries relevant to those

US\$120,000 + BONUS + BENEFITS

mentioned above. Mandarin is not necessary.

You will be expected to perform a valued-added role and will participate at the highest levels of the company and its Joint Ventures. Career prospects, both within the financial sphere and in general management, are excellent in this rapidly growing acquisitive organisation.

Interested candidates who feel they have the skillset required should forward a detailed CV stating current salary package to Kacey Young at Robert Walters Associates, 10 Bedford Street, London, WC2E 9HE, fax: 0171 915 8714. Email: kacey.young@robertwalters.com

ROBERT WALTERS ASSOCIATES

LONDON AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

PolyGram

Newly/Recently Qualified Accountant

LONDON

PolyGram is one of the largest global entertainment companies worldwide and the largest music company in the UK. PolyGram has a global turnover of in excess of 9 billion Guilders.

In pop music there is an outstanding array of labels including Polydor, A&M, Mercury, Motown, Island and Def Jam, with artists such as Sheryl Crow, Sting, U2, Poly, Beautiful South, The Cranberries and Oscar winning Babyface. A dominant force in classical music, PolyGram has in recent years expanded into films with notable success. Titles include Four Weddings and a Funeral, Usual Suspects, Shallow Grave and Fargo.

This department occupies a unique position, able to provide a broad overview of the group's activities worldwide. The last year has witnessed the group continuing to broaden

its base geographically whilst continuing to develop its established subsidiaries.

Working within a small, professional, highly visible team the responsibilities will include a high degree of autonomy and responsibility for unusual and interesting assignments. Specifically the successful individual can anticipate: fraud investigations and valuation of potential acquisitions including due diligence work. Written reports will focus on increasing business efficiencies thus increasing profit.

This is a proactive, forward thinking function, universally acknowledged within PolyGram as a springboard to a Financial Controller's role. It can be no mistake that the current CFO of PolyGram Filmed Entertainment, Senior VP/CFO of PolyGram

US music operations and the Senior Regional Controller, Continental Europe all initially worked in this division.

Candidates will be aged between 26-30, Chartered Accountants with a genuine interest in the Media/Music/Film world. Good communication skills together with the ability to interact with executives of all levels are essential.

To discuss this exciting opportunity in greater detail, contact Jon Voonk or Ben Williams at Robert Walters Associates at 10 Bedford Street, London WC2E 9HE. Alternatively telephone 0171 579 3333 or evenings and weekends on 0171 720 1527. Fax 0171 915 8714. Email: jon.voonk@robertwalters.com

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR AMSTERDAM BRUSSELS NEW YORK HONG KONG SYDNEY WELLINGTON AUCKLAND

West Yorkshire

FINANCE DIRECTOR

Recently the subject of a Management Buy-out, SIG Architectural Products now seeks an ambitious Finance Director to join a team dedicated to achieving a major position within the European Architectural Hardware Market.

You will be FCA or FCCA qualified and ideally have held a senior financial position within a public company, operating within the engineering sector. Previous Pan European acquisition and public flotation experience would also be advantageous.

A highly competitive remuneration package and potential equity stake awaits the successful candidate.

Please respond in writing to:

Mrs J Casha, PA to Chief Executive,
SIG AP Ltd, Brookfoot Mills, Elland Road,
Brighouse, West Yorkshire HD6 2RW

Finance Director

To US\$110,000 (Tax Free)
+ Car + Expat Bens

Jeddah
Saudi Arabia

This is an exceptional greenfield opportunity with one of the UK's leading international consumer services groups. It is now embarking on an exciting phase of development by entering into a joint venture with a highly sophisticated Middle Eastern conglomerate. Based in Jeddah, the company will capitalise on the combined advantages of an instantly recognisable brand name, highly developed market expertise and extensive knowledge and reputation within the region.

Working with the Managing Director the successful candidate will be responsible for the formation of the business and managing through the commercial launch. Specifically this will involve recruiting a management team, developing an effective finance function, IT management, operational systems development, risk management, strategic and business planning and liaison

between the joint venture partners.

The ideal candidate will be a qualified accountant with a minimum of 5 years post qualification experience and a strong record of achievement to date. Applicants must have the desire to participate in the introduction of an internationally renowned brand into an environment that is both challenging and rewarding. It is essential that individuals have previous international experience. Knowledge of the area would be an advantage but is not essential. Crucial attributes include: strong communication skills and a high level of commercial awareness.

The rewards include tax free basic salary, performance related bonus, company car, housing and schooling allowances, the use of extensive leisure facilities and other expatriate benefits.

Interested applicants should write, in the strictest confidence, to Robert Walker or Brian Hamill at Walker Hamill Executive Selection, forwarding a curriculum vitae quoting reference: RW2820.

Finance Director

Multisite Retail

To £60,000 + Bonus & Benefits

North West

Excellent opportunity in retail subsidiary of substantial plc.

THE COMPANY

- Highly regarded retail subsidiary of £1.5bn turnover plc. c.£200m turnover, highly profitable.
- c.500 outlets, strongly branded, reputation for innovative marketing and flair.
- Fully integrated: own supply chain, distribution and purchasing. Substantial recent capital investment by parent group.

THE POSITION

- Full responsibility for finance and IS functions, reporting to Managing Director.
- Board appointment providing strategic input: managing 3 year plan and capital appraisal. Lead team of 60.

- Drive major systems improvement initiatives; oversee implementation of new EPOS.

QUALIFICATIONS

- Qualified Accountant with experience of systems implementation, ideally in retail.
- Seasoned manager in a fast-moving, customer-facing organisation. Ability to influence senior colleagues.
- Mature, good interpersonal and presentation skills. An ambitious team player and deliverer.

Please send full cv, stating salary, ref LG70402, to NBS, 54 Jermyn Street, London SW1Y 6LX
Fax 0171 409 1766 Tel 0171 493 6392

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

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NBS Selection - Financial Management



Selection and Search

ISO 9002 Registered

A BNB Resources plc company

Finance Manager

Quoted Multinational Group

To £40,000 + Car

Lyon, France

Commercial role for qualified accountant to lead finance team of recently established French subsidiary.

THE COMPANY

- Major division of diversified international manufacturing and distribution group.
- Divisional t/a c.£300m. Profitable. UK HQ for European operations. Growing French presence.
- Leader in sale, lease and service of high-tech materials handling equipment. Committed to quality.

THE POSITION

- Full responsibility for financial management, including statutory and managerial reporting, of £10m t/a French operation.
- Lead and motivate small finance team. Liaise closely with commercial managers. Key member of senior management team.

- Drive upgrade of reports, procedures and controls to meet Group standards.
- Anticipated minimum of two years in France; post in UK on return if desired.

QUALIFICATIONS

- Bright, ambitious finance professional, minimum two years' PQE. Fluent French speaker.
- Experience of working to French accounting standards, possibly gained on secondment or in expatriate role.
- Flexible, hands-on team player with credibility and presence to liaise across organisation.

Please send full cv, stating salary, ref SL70401, to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2ER
Fax 01753 819228 Tel 01753 819227

Aberdeen • Birmingham • Bristol • City • Edinburgh • Glasgow

Leeds • London • Manchester • Slough • Madrid • Paris

NBS Selection - Financial Management



Selection and Search

ISO 9002 Registered

A BNB Resources plc company

CORPORATE FINANCE DIRECTOR

Required by International Financial Services company based in Brussels and London.

You will be a UK qualified accountant with a minimum of 15 years experience with an international company.

Experience of liaison with banks worldwide and reporting to a Board or Chief Executive essential.

You must be free to travel.

Knowledge of a second European language would be an advantage.

Salary and package will be commensurate with experience.

Please write with full CV to Ref: CFD, 85 Cromwell Road, London SW7 5BW

REXAM

FINANCE PROFESSIONALS WITH BUSINESS VISION
Rexam PLC's Food & Beverage Sector is a major contributor to this £2 billion, international group, which specialises in the advanced design and manufacture of innovative product and packaging solutions for niche markets world-wide. As our business develops, we have identified the need to strengthen our senior teams within two key manufacturing areas:

FINANCE DIRECTOR - REXAM METALLISING

Based in Thetford, Norfolk

Rexam Metallising is a world leader in producing barrier components for flexible packaging with end products ranging from bag-in-the-box wineboxes to snack and infant foods. With a turnover of £20 million, an aggressive change management strategy and world class new products being developed, this position offers a business-critical Finance Director immense challenge and excitement. This is very much a hands-on role, where you'll maintain strong controls over our current finance activities whilst improving our current systems, supporting commercial strategy development and devising solutions that will help our business grow competitively within our key markets. The first thing we will be looking for is a proven track record of implementing change. A fully qualified accountant, with at least three years' experience in a manufacturing environment covering financial and management accounting and business management, you will have a high level of IT literacy with a meticulous approach to detail. As a member of our Management Team you will need to have the ability to manage staff effectively and influence at all levels.

BUSINESS MANAGEMENT ACCOUNTANT

- REXAM PLASTIC PACKAGING

Based in Hereford

Rexam Plastic Packaging, a leader in thermoformed plastic and injection moulding, produces many of the containers found within the yellow fats and ice cream markets. With a current sales turnover of £20 million, we operate out of three manufacturing sites in the UK with some business interests in Europe. As part of our continued development, we are currently seeking a Management Accountant who is ready to take on an active part in making real commercial decisions in business, pricing strategy, capacity utilisation and new product development. Initially, your brief will be to concentrate on the introduction of new information and operational control systems that will provide us with the tools to develop our overall business performance and efficiency. Preferably qualified to CIMA level, you'll have gained solid experience in a manufacturing environment having successfully implemented an ABC management reporting system. You'll have practical hands-on experience and familiarity with spreadsheet applications, standard costing and MRP systems. In addition, you'll be assertive, can influence change and have the enthusiasm to build the business.

These senior positions offer first rate salary packages, which include private health insurance, a pension scheme and company car, and relocation to either of these very attractive regions. Promotion prospects, as would be expected within this major organisation, are outstanding. If you have the skills, experience and personal qualities we have outlined and have been waiting for the right opportunity to make your mark in a high profile manufacturing business, we want to hear from you. Please send your full CV including current salary details and the position you are interested in to:

NORA PROGGATE, HR MANAGER, REXAM FOOD AND BEVERAGE PACKAGING, SUTTON GROUP, DITCHMORE LANE, STEVENAGE, HERTS SG1 3DA.



The 4Ps is a body established and funded by the Local Authorities in England and Wales with central government support. It began operation in April 1996 with the role of assisting the development of Local Authority PFI schemes. It is staffed by 6 full time executives with private sector and local government backgrounds on secondment or contract employment.

We are seeking a replacement for the current Chief Executive who will be leaving shortly at the end of his period of secondment and the position is open to potential secondees or direct employees. Candidates below the level of Director/Partner/Chief Officer are unlikely to have the required level of seniority. Relevant experience of the PFI derived from working in the private sector is essential and public sector experience would be an advantage.

Applicants should write before 8th April 1997 with a copy of their CV to:
Paul Bryans, Chief Executive, 4Ps, 35 Great Smith Street, London SW1P 3BJ. Telephone: 0171 227 2841

4Ps is an initiative by the Association of County Councils, the Association of District Councils and the Association of Metropolitan Authorities who are merging on the 1st April 1997 to form the Local Government Association.

Financial Managers and Business Analysts

Excellent salary and benefits

Based Bracknell

In just 12 years Dell has established itself as a major player in the global PC market. Inspired thought and sheer hard work have made us into a Fortune 500 organisation with a turnover last year of \$7.8 billion and an annual growth rate of over 50%. We're looking forward to an even bigger future, and can offer you the opportunity to influence our growth and to share in it. We have a number of vacancies in the following areas:

European Product Line Business

Reporting to the Finance Director, you will become a key member of a team of business people charged with managing one of Dell's European-wide product lines.

This will involve providing accurate and timely analysis of all aspects of the business to help drive achievement of the aggressive financial and quality goals.

You will be someone who can work at both a detailed level and provide value added business judgement on the numbers. Essential to the role will be the ability to build close working relationships with Dell teams from different functions and in different geographical locations.

Whether a fully qualified accountant or an MBA graduate, you should have at least 5 years' commercial experience. A second European language would be an advantage. Ref: 03/1011/FT.

European Pricing

We are looking for exceptional individuals to take ownership of European Pricing for a specific product line. These challenging roles will require you to develop a blend of marketing and finance skills in order to bring creativity as well as sound business judgement to your decision making.

Working at a senior level with the Finance and Marketing Directors, you will be required to undertake all activities in the pricing process from conception to agreement with the business units.

We are looking for at least five years' commercial experience and you will probably be CIMA or ACCA qualified. You will have a proven track record in distilling complex issues into key elements and communicating clearly and concisely. The ability to persuade and motivate senior management to implement

your proposals will be crucial. Fluency in a second language would be beneficial. Ref: 03/1013/FT.

UK Financial Analysis

Working within a sales and marketing environment, you will be providing business advice and analysis to the senior management teams. Responsibilities will include planning, managing financial metrics, pricing and large bid analysis.

Confidence and tenacity are as important as 1-2 years' analyst experience. Your ability to win respect in an often pressured professional environment is key. You will be ACA, CIMA or ACCA qualified. Ref: 03/1012/FT.

European Planning & Analysis

We are looking for a highly motivated individual, with a strong financial and business analytical background, to work as one of our Planning Managers within our European Planning & Analysis department.

You will operate at a senior level on the development, presentation and implementation of Europe-wide planning and financial analysis. In a role that will have a direct impact on our company and our people. In a fast-paced and rapidly changing environment, you will produce forecasts that will both guide and drive the activity of our manufacturing facility and our European sales teams.

As well as 5 years' commercial experience, we are looking for a highly developed analytical mind with the tenacity and confidence to challenge views together with a natural flair for creative problem solving and business management. Also essential are outstanding communication and interpersonal skills, a hands-on knowledge of forecasting and trend analysis, an adaptable approach to change and excellent business sense. Experience of working in an international organisation would be advantageous, as would additional language skills. Ref: 03/1010/FT.

If you think you could make your mark in one of the world's biggest commercial success stories, please send your CV, with daytime and evening telephone numbers, to LIA Recruitment Management, 12 Colindale Avenue, Colindale, London NW9 2EU. Tel: 0171 243 1888. If you are interested in one or more positions, please indicate on your application the appropriate reference numbers.



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QUALIFIED ACCOUNTANT

Permanent Position

SALARY: £25,000 - £35,000

Employers Reinsurance Corporation is one of the world's leading reinsurers specialising in Life and Health, Property, Casualty, Marine and Aviation Reinsurance.

ERC Frankona Reinsurance Ltd is a UK subsidiary specialising in UK and International Life and Health Reinsurance, and is ultimately owned by General Electric Company of USA.

The group is in the process of designing and implementing a new Life and Health Business Administration System for use globally to improve operating procedures and has an exciting opportunity for a qualified accountant to be involved in this key project.

Located in Folkestone, the job involves liaising with other project members, actuaries, auditors and finance management to ensure that the financial objectives of the new system are met. These include ensuring control and quality measurements are built into the system, and also procedures for meeting the requirements for UK and US GAAP reporting. Some overseas travel will be involved.

If you are a team player with drive and initiative this could be the job for you. We are looking for a qualified accountant with life and health reinsurance experience. A knowledge of US GAAP and/or systems design experience would be an advantage.

The remuneration package will be fully reflective of experience and ability. You can expect all the benefits associated with a major reinsurance company.

To apply for this position please write enclosing your current CV to Mrs Carol Williams, Human Resources Officer, ERC Frankona Reinsurance Limited, Castle House, Castle Hill Avenue, Folkestone, Kent CT20 2TF. The closing date for receipt of applications is Friday 11th April 1997.

ERC Frankona

REXAM

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NORA PROGGATE, HR MANAGER, REXAM FOOD AND BEVERAGE PACKAGING, SUTTON GROUP, DITCHMORE LANE, STEVENAGE, HERTS SG1 3DA.



Finance and Operations Director – Securities

Tokyo, Japan

Schroders is one of the largest and most international of the UK based investment banking groups. Japan plays an important part in our strategy and we currently employ around 90 people in the Securities business in Tokyo.

An opportunity has arisen for a Finance and Operations Director as the current incumbent will be moving on within the Group. The role, reporting jointly to the Tokyo Branch Manager and the Securities Group Finance Director in London, encompasses full responsibility for the financial and operational affairs, including regulatory and control aspects and responsibility for managing settlements and IT. The successful candidate will be a qualified accountant with several years' post-qualification experience, a part of which must have been in the securities industry. Strong management skills will be essential and experience of broader operational roles in an international environment would be useful.

A competitive package is offered and there are opportunities for career progression within the Schroder Group world-wide.

Applications, including a full résumé, should be sent to Sue Cox, Group Personnel Director, Schroders, 120 Chesapeake, London EC2V 6DS.

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Ever find yourself idly dreaming
of a 'heavyweight' tax role, where
the scope really is panoramic?

Couldn't be true? Wouldn't exist?

Think again.

Totally negotiable package London

Starting in your dream...

...could be this US\$5.5 billion financial services organisation... a customer list you might have dreamed of in a game of Fantasy Finance League... successful operations in over 100 countries (none of which you need ever feel obliged to live in)... a place in the sun in terms of an outstanding international reputation.

Now wake up...

...to this call for experienced tax specialists as we expand a team and a business that is 'driving for growth', and where your relationships will typically range from a young, aggressive business to the corporate colossus. Its time to put your expertise at the disposal of an organisation that will challenge, develop and utilise every iota of business, tax and, for that matter, any other talent that you possess. Its also time to carve out a leadership role in a fast-moving, enthusiastic, and definitely talented team that's aiming to settle for nothing less than being seen as 'the' movers and shakers in our marketplace.

Got your wings?

The qualifications are straightforward. We're looking for a highflier's track record, including rock solid UK tax experience in any finance related discipline, be it accounting, law, capital markets, treasury or government agencies - all of which will underline your credibility as part of a team providing a quality service, either as mentor or as pioneer, for, in fact, we have created two new roles in the team.

As a Mentor...

...you will take on the role of trusted advisor, sought out for your opinion and relied upon for guidance by customers, be they internal or external, as well as colleagues and junior members of the team.

Alternatively, as a Pioneer...

...your ambitions/talents in exploring, developing and consolidating new fields of opportunity will come to the fore.

But specialisation, not demarcation...

...which, by the way, does not mean that your job description will be carved in stone. On the contrary in all our people, we value the ability to act collectively, through communication, innovation, strategic thinking and practical, unfussy teamwork. In terms of style and what we are looking for? Star quality - definitely. Prima donnas - absolutely not.

Down to earth expectations...

...are, all the time, pretty dreamlike. An open-ended career structure, with boundless horizons opened by the sheer variety and spread of our corporate interests and network, and a positive stress on personal achievement. This is an organisation that believes in recognising real potential - and facilitating its realisation.

Don't let the dream fade away

If you've been looking occasionally, and waiting patiently (or impatiently) for your ideal fantasy career move, virtue may about to be rewarded. Call in confidence either of our advisors at Price Waterhouse, David Hunter on 0171 939 3661 or Gavin Burgess on 0171 939 3446, quoting reference L/1735/FT, for an informal conversation. Alternatively, write, fax or email them at:

Executive Search & Selection
Price Waterhouse Management Consulting Ltd
Southwark Towers, 32 London Bridge Street
London SE1 9SY, Fax: 0171 378 0647
E-mail: David.Hunter@Europe.notes.pw.com

Excellent remuneration
package

The Netherlands

Divisional Controller

Leading multinational with Dfl 4.5 billion turnover and headquarters in The Netherlands has a dominant market position in Europe and the Americas and a growing position in Asia. One of its two divisions has turnover in excess of Dfl 1 billion and operates in a truly international and dynamic market-place with high growth rates. It has business units and operating companies throughout Europe, the Americas and Asia and now seeks to recruit an outstanding Controller.

THE ROLE

■ Reporting to the Chief Operating Officer and functionally to the CFO, fully responsible for the financial management of the division and supporting the COO in the most important strategic decisions.

■ Improving performance through enhanced business planning, monitoring and analysis. Reviewing performance with Business Unit MDEs.

■ Directly involved in acquisitions and investment projects. Optimising information flow to improve decision making.

THE QUALIFICATIONS

■ Late 30s/early 40s graduate CA or MBA with track record in international organisations to a similar level or to financial director level in a smaller business operating internationally

■ Broad commercial and international orientation with excellent intellect and analytical skills and ability to contribute at the strategic level.

■ Independent judgement and a persuasive communicator and true team player. Proactive and intuitive. Fluent in English and preferably Spanish.

Selecting Europe specialists in the recruitment and selection of managers at executive level and in part of Director. Start with 40 offices worldwide.

Selector Europe
SPENCER STUART

Please reply with full details (including salary band and phone no.) to: Selector Europe, Ltd, 400-40, Oldfield Industrial Estate, 1971 0X Amsterdam, The Netherlands

HEAD OF GLOBAL FINANCE

International Professional Services Firm

London

c £80,000 + Excellent Bens

Our client is a leading global professional services organisation. Operating worldwide from offices based in over 20 countries, the firm has established itself as a secure leader and is now vigorously pursuing strategies to develop its growth and profile, ready for the challenges of the 21st Century. A critical element of this development is a continuing search for high calibre people to enhance the firm's management capability and there is a requirement to recruit a Head of Global Finance, to report to the Chief Financial Officer (CFO).

THE POSITION

■ Responsible for the integrity of financial control throughout the worldwide operations.
■ Ensure compliance with external and firmwide reporting requirements, as well as internal professional and commercial ethical and operational policies and procedures.
■ Supervise area line managers and coach the operating finance functions in "best practice".

QUALIFICATIONS

■ Graduate, 'Big 6' ACA/CFA, aged mid-to-late 30s, with a track record of outstanding career progression, first within the profession, then in commerce.
■ Outstanding international financial control experience, possibly within a US group environment.
■ Excellent communication and motivational skills, capable of winning respect at all levels of a multinational organisation and with the capacity to develop into a successor to the CFO.

Interested candidates should write, enclosing full career and current salary details to the advising consultants, Jon Boyle or Jerry Wright at Questor International Limited, 3 Burlington Gardens, London W1X 1LE, quoting reference 2190. Tel: 0171 292 8300. Fax: 0171 287 5457. E-mail: Jon@questorint.com

QI
QUESTOR INTERNATIONAL
A Michael Page Group PLC Company

GROUP CHIEF ACCOUNTANT

High value, technology projects

Warwickshire based

£50-55,000 + Car + Bens

This is a key appointment with a highly respected international market leader, operating in one of the most vibrant and competitive technology sectors. With a current turnover of c £1 billion, the business is well positioned for further global expansion.

THE POSITION

■ Responsible to the Group FD for all financial accounting and control functions, managing a staff of c 90.
■ Manage the statutory reporting, tax compliance and planning, treasury and risk management activities.
■ Manage the introduction of new systems to enhance all the key financial processing and reporting procedures.

QUALIFICATIONS

■ A qualified accountant, probably ACA, aged around 40, with broad commercial and financial management experience.
■ Experienced in a complex, high value, project driven environment with a strong international element.
■ A proven leader with presence and maturity who is ready to be a 'number one' in a sizeable function.

Interested candidates should write to the advising consultants Jerry Wright or Stephen Banks at Questor International Limited, 3 Burlington Gardens, London W1X 1LE. Tel: 0171 292 8300, Fax: 0171 287 5457, quoting reference 2197. E-Mail: Jerry@questorint.com

QI
QUESTOR INTERNATIONAL
A Michael Page Group PLC Company

FINANCIAL CONTROLLER

For a busy
international
CASINO
in BUDAPEST.

Successful candidate must have relevant experience with a reputable casino operator. Excellent package.

CVs to:

Seifer Associates,

9 Station Approach,

Borough Green,

Sevenoaks, Kent TN15 8AD

or Fax: +44 (0) 1732 882428

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Le Journal des Affaires

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world.

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please telephone:

Toby Finden-Crofts on +44 171 873 3456

Outstanding Finance Professionals

Our client is a world class telecoms systems supplier selling products and services for personal, public and business communications to more than 100 countries worldwide. This company is part of one of the world's foremost electrical and electronic engineering companies. With a turnover in excess of £1 billion and a rapidly developing business, the prospects have never looked brighter. Due to continuing expansion and corporate reorganisation, two exciting senior finance opportunities exist at the group headquarters in Coventry, as follows:

Finance Director – International Division

Coventry to £50,000 + Car + Benefits

The International Division is responsible for the sale and distribution of the clients products outside of the UK. The division's business includes a number of joint ventures with partners in Eastern Europe, Asia and the Pacific Rim. A mature, experienced finance professional is required to take responsibility for a team of regional finance staff. In addition to management reporting, budgeting and financial planning, a major part of the role is by nature commercial. The successful candidate will have a significant input into new business and ongoing contracts.

Candidates should be qualified accountants, with extensive experience in a large company environment. Excellent communication skills are a prerequisite but in addition the appointee must have the confidence to operate at senior levels in the group and parent organisations. A strong personality and an assertive nature is required as well as proven presentation and management skills. This is a high profile role and a key support position to the Managing Director requiring an energetic, articulate person with the capability to progress in a rapidly changing organisation.

Interested candidates should apply in writing, quoting reference 340963 for the Finance Director International Division vacancy or reference 340960 for the Group Internal Audit Manager position, enclosing a full CV (including a daytime telephone number and details of present remuneration) to Andrew Jones at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6DD.

Group Internal Audit Manager

Coventry to £40,000 + Car + Benefits

The organisation has a small Operational Audit Team that forms part of the Group Finance structure. The function's brief includes Control Audits, Process Audits and Post Investment Audits. A significant proportion of the work here also covers high profile ad hoc assignments as directed by both corporate and business management. Our client now requires an experienced Audit Manager to head up this team. The successful individual will probably currently be an audit manager with several years post qualification experience gained in a 'Big 6' audit practice or a similar corporate audit function. It is anticipated that the candidate will most likely be ACA qualified, although other relevant backgrounds will also be considered.

The successful candidate must have excellent presentation and communication skills, in addition to the ability to manage a developing team. The role also offers the potential for longer term progression to other roles in the business. Therefore candidates will have to display a willingness and ability to adapt and develop within a dynamic environment.

MP
Michael Page Finance
Specialists in Financial Recruitment

London Bristol Birmingham Edinburgh Glasgow Leeds Liverpool London
Maidenhead Manchester Milton Keynes Nottingham Reading St Albans & Worldwide

Mark

CAPITAL MARKETS DIGEST

Japan eases rules on samurai bonds

CURRENCIES AND MONEY

D-Mark firms on output data

MARKETS REPORT

By Emilio Terrazano

The D-Mark strengthened against the pound and the dollar thanks to firm German economic data, while the pound edged up on technical selling ahead of the UK elections.

The D-Mark received a boost from a larger-than-expected 1.9 per cent rise in February German industrial output. The currency rose 0.9 pfennigs against the pound to DM12.788 and 0.3 pfennigs against the dollar to DM1.654.

Investors adjusted their dollar holdings ahead of today's release of US non-farm payrolls figures. Strategists said some investors who still held long dollar positions were now cautious of volatility in US equity and treasury bond markets, as expectations rose of another

interest rate rise by the US Federal Reserve.

The dollar was almost flat against the yen, rising 0.02 to ¥122.6. Expectations of renewed trade tensions between Japan and the US had pushed back the dollar earlier this week, ahead of the meeting between US state secretary and Mr. Ryutaro Hashimoto, Japan's prime minister. However, Mr. Rubin tried to quell concerns on currency markets late yesterday, denying that he intended to move currencies.

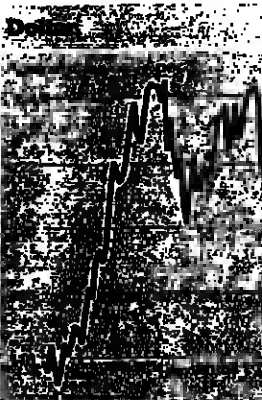
The US currency recouped losses seen earlier in the day on comments by the International Monetary Fund that the yen's depreciation could be reversed, and by Matsushita Electric Industrial, which

said it would be comfortable if the dollar fell to around ¥110.

A Reuters poll, however, suggests that the yen will remain around current levels in the near term. Currency economists predict that the dollar will be around ¥122.57 in one month and ¥122.14 in three months.

Sterling lost ground in spite of strong economic data which provided further evidence of a robust economy, reinforcing expectations of an interest rate rise in May. Some investors are realising profits ahead of the general election on May 1.

The Labour party's manifesto released yesterday failed to affect sentiment since it left the party's existing economic policy plan unchanged. Technical selling hit the pound, which had briefly marked 2.781 against the D-Mark in overseas trading. Analysts said profit-taking strengthened as the



pound approached 2.778, its old floor in the European exchange rate mechanism prior to the UK's exit from the system in September 1992. "The pound is in need of fresh incentives to break the old ERM confines," said Mr. Paul Megarry, senior currency economist at Deutsche Morgan Grenfell.

Meanwhile the UK's Treasury said the overall level of

the UK's official currency reserves fell by \$105m in March, bringing total reserves to \$43.34bn (\$26.59bn) at the end of the month.

Jitters over rising volatility on the European stock markets lifted the Swiss franc which closed up 0.5 centimes at Sfr4.434 against the dollar. Traders said the strength in the franc may be tied to the perception that the Swiss economy had seen the worst and may see signs of recovery in the near term.

Scandinavian currencies were slightly easier against the D-Mark. Larger institutions were seen selling the

Finland markka and buying the Italian lira on speculative trading. Strategists said the Swedish, Danish and Finnish currencies have been dragged down by the Norwegian krone, which has been hit by the recent decline in oil prices. The currency closed lower against the D-Mark yesterday at Nkr4.068. The recent fall in oil prices is expected to cut Norway's current account surplus, which amounts to 7 per cent of its GDP and stems wholly from the country's oil exports.

Sentiment towards the Norwegian krone has also soured due to the central bank's practice of using monetary policy to keep exchange rates stable, rather than to prevent inflation. Strategists said that many investors held long positions in the Norwegian krone. The upward value pressures threatening a rise in domestic prices were triggering speculative selling.

WORLD INTEREST RATES

MONEY RATES		Over night	One month	Three months	Six months	One year	Long term	Rate
Belgium	3%	3%	3%	3%	3%	3%	6.00	2.50
France	3%	3%	3%	3%	3%	3%	3.10	4.75
Germany	3%	3%	3%	3%	3%	3%	4.80	2.50
Italy	5%	5%	5%	5%	5%	5%	5.00	5.00
Japan	5%	5%	5%	5%	5%	5%	8.25	6.75
Netherlands	3%	3%	3%	3%	3%	3%	3.00	3.30
Switzerland	2%	2%	2%	2%	2%	2%	1.00	1.00
UK	5%	5%	5%	5%	5%	5%	5.00	5.00
US	5%	5%	5%	5%	5%	5%	5.00	5.00

LIBOR RATES		Over night	One month	Three months	Six months	One year	Long term	Rate
3 Month	3%	3%	3%	3%	3%	3%	3%	3%
6 Month	3%	3%	3%	3%	3%	3%	3%	3%
12 Month	3%	3%	3%	3%	3%	3%	3%	3%

LIBOR rates are based on the London Interbank Offered Rate (LIBOR) for the relevant currency. The rates are for the period ending 31 March 1997. The rates are for the period ending 31 March 1997. The rates are for the period ending 31 March 1997.

EURO CURRENCY INTEREST RATES

EURO CURRENCY INTEREST RATES		Over night	One month	Three months	Six months	One year	Long term	Rate
3 Month	3%	3%	3%	3%	3%	3%	3%	3%
6 Month	3%	3%	3%	3%	3%	3%	3%	3%
12 Month	3%	3%	3%	3%	3%	3%	3%	3%

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POUND SPOT

Forward against the dollar

Apr 3

Closing bid-ask

Change on day

Bid/offer spread

Days' bid

Days' ask

One month

Three months

Six months

One year

JP Morgan

NPA

NPA

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DOLLAR SPOT

Forward against the dollar

Apr 3

Closing bid-ask

Change on day

Bid/offer spread

Days' bid

Days' ask

One month

Three months

Six months

One year

JP Morgan

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CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

Apr 3

Bid/offer

Change on day

Bid/offer spread

Days' bid

Days' ask

One month

Three months

Six months

One year

JP Morgan

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DOLLAR SPOT

Forward against the dollar

Apr 3

Closing bid-ask

Change on day

Bid/offer spread

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Three months

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One year

JP Morgan

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CROSS RATES AND DERIVATIVES

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Bid/offer

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COMMODITIES AND AGRICULTURE

Price of crude oil falls to nine-month low

By Robert Corzine

Crude oil prices hit a nine-month low yesterday as plentiful supplies continued to act as a drag on world markets. Traders and analysts said they expected further pressure on prices in the absence of any new supply disruption or other bullish event.

Brent Blend for May delivery, the international benchmark, was 27 cents lower in late afternoon trading on London's International Petroleum Exchange at \$18.23 a barrel. Prices on the

Nymex in New York were relatively steady, however, in morning trading.

World oil prices have fallen by around a quarter since the start of the year as the factors that underpinned the long rally in the second half of 1996 have gradually been eroded.

Fears of shortages have evaporated as plentiful physical supplies accumulate in the US and western Europe.

Although world demand for petroleum has been relatively buoyant, supplies have been even more so as a result of new fields coming on stream and strong output

Enterprise Oil to stay in Vietnam

Enterprise Oil, of the UK, plans to pull out of exploration at an oil field off the coast of Vietnam after eight years of work, but it has submitted bids on two further prospects and will remain in the country, according to Mr John Austin, the company's manager for south-east Asia, writes Jeremy Grant in Hanoi. The company had drilled a number

of wells on Block 17, south-east of the coastal oil hub of Vung Tau, but none had proved commercial. Enterprise is still waiting for a decision from state oil agency PetroVietnam on the award of exploration rights to Blocks 16 and 9, for which it has bid and which are thought moderately promising.

Zaire diamonds at mercy of rebels

Driving through the 50 sq km enclave on the outskirts of town, the company official waves to a rifle-toting Zairean soldier strolling along a bank of red earth. "We have doubled their salaries and increased their food. We are doing everything we can to try to ensure they remain loyal," he says.

But his tone of voice suggests that despite such precautions, management at Société Minière de Bakwanga (MIBA) fears the 200-300 soldiers assigned to protect the diamond-producing "Polygon" will join the looting that traditionally precedes the arrival of the rebels.

As the Alliance of Democratic Forces for the Liberation of Congo-Zaire, reported to be only 100km (60 miles) away, marches on the town of Mbuji-Mayi, the state-controlled company fears the worst.

Unlike the thousands of amateur miners who steal into the Polygon at night to dig by torchlight or stand waist-high in the Kanishi river, sifting gravel through crude sieves, MIBA has invested heavily in infrastructure and equipment.

That investment has been particularly significant in the past six months as

MIBA, the province's biggest single producer of diamonds, has shifted its focus from alluvial gravels to the six kimberlite pipes to the area. "At this moment kimberlite accounts for only 20 per cent of output. But the alluvial deposits are nearing exhaustion. Within two years we expect half of our output to come from kimberlite," says Mr Rene Nolevaux, MIBA's administrative director.

Because kimberlite is a much harder substance, the change requires new drilling, blasting and crushing equipment. "We need to change our mining methods, bring in new equipment and train the workforce. The plan is to spend \$107m over the next five years," says Mr Nolevaux.

While costly, the shift is necessary. Undermined by a tax regime that takes 22.5 per cent of turnover and 50 per cent of eventual profits, MIBA has been loss-making for the past six years.

It has watched with irritation as an army of amateur diggers has swarmed over the 5,000 sq km concession it theoretically enjoys exclusive rights to but lacks the funds to exploit, creaming off the best stones and smuggling them abroad without paying a penny of tax.

The all-time low came in 1992, when production was only 4.6m carats. Output is now slightly higher, at 6.8m. But that still earns the company only \$70m, compared with the \$300-400m worth of stones Zaire officially exports each year. The real figure, experts say, is probably twice as much.

"We told the government that with the kind of taxes we were paying there was no way we could turn a profit," says Mr Nolevaux. "So we agreed on a five-year tax holiday to allow us to generate enough cash flow to make the \$107m investment we needed."

The aim is to get output back to 8m carats by the year 2000. Since 95 per cent of diamonds are of industrial quality - fetching an average \$10 per carat compared to the \$300 per carat paid for stones from Angola's Cuango river, quantity rather than quality is a priority.

With few Zaireans placing any faith in their army's ability to fight, MIBA's long-term welfare almost certainly depends on the rebels. The recent statement by MIBA's chief executive that he was ready to collaborate with the Alliance - a statement denied after it triggered an uproar in Kinshasa

main props last year. A relatively mild northern hemisphere winter has also been a big factor behind the recent growth in inventories.

The supply picture is similar in Europe, where some Brent cargoes have been unable to find buyers this week. One trader for a big oil company yesterday estimated that current world supply is running at about 50,000-70,000 barrels a day above demand.

Some analysts expect growing pressure on Opec if price weakness persists over the next few months. They

reckon Opec output has been running almost 2m barrels a day above its production ceiling of just over 25m barrels a day.

Some traders fear that a persistent slide in crude prices could be exacerbated by the United Nations' oil-for-food deal with Iraq. It includes a mechanism which allows Baghdad to sell ever greater amounts of oil in order to meet the programme's financial target of \$2bn of oil sales every six months, even though such additional sales could drive prices even lower.

IGC sees low wheat stocks

MARKETS REPORT

By Maggie Urry and Gary Mead

Wheat stocks are expected to remain at a low level again this year, according to the International Grain Council, which monitors the world-wide grain market.

The IGC has cut its production forecast for the 1997 crop year, reflecting reductions in plantings in North America and Russia.

It is predicting world production at 583m tons, up from 579.5m tons in 1996, but lower than its earlier estimate of 585m tons.

Wheat prices yesterday were affected by wet weather in the Great Plains region, which should help crops, and prices slipped slightly in US trading. "Prices are sensitive to any weather news," one trader said.

The IGC said US farmers were switching to more profitable crops such as soybeans and maize. The fall in world wheat prices in recent months made it less attractive. Consumption of milling

wheat is less sensitive to price movements than production, it added.

Early trading in cocoa in London was slow as the market paused for breath, following its rise on Wednesday to the highest since last August. The May future slipped to £1,035 a tonne before recovering to £1,044, down £3. July futures closed at £1,053, also down £3.

The drift downwards followed a similar movement in New York, where the May future closed at \$1.504 on Wednesday, down \$8 on the previous close, having peaked at \$1.533.

But despite the downward trend and the relatively small volume traded yesterday on the London market, some cocoa traders anticipated further rises, with speculation that July futures could top £1,150 in the short term.

Trading in robust coffee futures was equally sluggish in London, with May futures trading \$14 lower at \$1.627 a tonne at midday, having reached a high of \$1.639 in the morning. In afternoon trading, May futures slipped further, closing the day down \$11 to \$1.610.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

(Prices from International Metal Trading)

ALUMINIUM, 99.7 Purity (\$ per tonne)

	Close	Previous
1611-12	1555.5-5.5	1630-1
High/Low	1552.5	1642/1605
AM Official	1602.0-0.5	1635-0.5
Kerb close	1602.00	1608-06
Open int.	208,208	
Total day turnover	92,870	

ALUMINIUM ALLOY (\$ per tonne)

	Close	Previous
1611-12	1577-7.5	1611-12
High/Low	1490-500	1600-25
AM Official	1535/1513	
Kerb close	1493-95	1520-25
Open int.	5,618	1513-15
Total day turnover	1,645	

LEAD (\$ per tonne)

	Close	Previous
681-2	679-7	679-7
High/Low	669-9	669-9
AM Official	669/675	
Kerb close	661-1.5	661-1.5
Open int.	694-5	677-6
Total day turnover	39,871	

NICKEL (\$ per tonne)

	Close	Previous
7540-45	7590-55	7540-45
High/Low	7545-55	7545-55
AM Official	7590-55	7590-55
Kerb close	7590-55	7590-55
Open int.	45,361	7700-05
Total day turnover	16,760	

ZINC, special high grade (\$ per tonne)

	Close	Previous
5830-35	5855-40	5830-35
High/Low	5835-45	5850-45
AM Official	5890/5850	
Kerb close	5890-70	5890-70
Open int.	16,555	5890-60
Total day turnover	2,801	

COPPER, grade A (\$ per tonne)

	Close	Previous
2385.5-01.5	2357-58	2385.5-01.5
High/Low	2350-52	2350-52
AM Official	2427-28	2378-79
Kerb close	2378-79	2340-42
Open int.	139,273	
Total day turnover	57,827	

LME Closing 5/25 rates: 1.6407

	Close	Previous
1611-12	1555.5-5.5	1630-1
High/Low	1552.5	1642/1605
AM Official	1602.0-0.5	1635-0.5
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FT MANAGED FUNDS SERVICE[illegible]

Offshore Insurances and Other Funds

● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444) 1711 873 4378 for more details.

[illegible]

LONDON SHARE SERVICE**INVESTMENT TRUSTS - Cont.**[illegible][illegible][illegible][illegible][illegible][illegible][illegible]

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HEALTH CARE

	Notes	Price	+ or -
US	2W	167	+2
Canada	2W	89 1/2	+1 1/2
International	2W	89 1/2	-1

HEALTH CARE

	Notes	Price	+ or -
US	2W	167	+2
Canada	2W	89 1/2	+1 1/2
International	2W	89 1/2	-1

17

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South & North	174	+10
TC Group	175	—

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City	State	Year	Population	Area	Population Density
Albany	NY	1980	17,450	15.1	1,155
Albany	NY	1990	19,100	15.1	1,265
Albany	NY	2000	20,800	15.1	1,380
Albany	NY	2010	22,500	15.1	1,490
Albany	NY	2020	24,200	15.1	1,605
Albany	NY	2030	25,900	15.1	1,720
Albany	NY	2040	27,600	15.1	1,835
Albany	NY	2050	29,300	15.1	1,950
Albany	NY	2060	31,000	15.1	2,065
Albany	NY	2070	32,700	15.1	2,180
Albany	NY	2080	34,400	15.1	2,295
Albany	NY	2090	36,100	15.1	2,410
Albany	NY	2100	37,800	15.1	2,525
Albany	NY	2110	39,500	15.1	2,640
Albany	NY	2120	41,200	15.1	2,755
Albany	NY	2130	42,900	15.1	2,870
Albany	NY	2140	44,600	15.1	2,985
Albany	NY	2150	46,300	15.1	3,100
Albany	NY	2160	48,000	15.1	3,215
Albany	NY	2170	49,700	15.1	3,330
Albany	NY	2180	51,400	15.1	3,445
Albany	NY	2190	53,100	15.1	3,560
Albany	NY	2200	54,800	15.1	3,675
Albany	NY	2210	56,500	15.1	3,790
Albany	NY	2220	58,200	15.1	3,905
Albany	NY	2230	59,900	15.1	4,020
Albany	NY	2240	61,600	15.1	4,135
Albany	NY	2250	63,300	15.1	4,250
Albany	NY	2260	65,000	15.1	4,365
Albany	NY	2270	66,700	15.1	4,480
Albany	NY	2280	68,400	15.1	4,595
Albany	NY	2290	70,100	15.1	4,710
Albany	NY	2300	71,800	15.1	4,825
Albany	NY	2310	73,500	15.1	4,940
Albany	NY	2320	75,200	15.1	5,055
Albany	NY	2330	76,900	15.1	5,170
Albany	NY	2340	78,600	15.1	5,285
Albany	NY	2350	80,300	15.1	5,400
Albany	NY	2360	82,000	15.1	5,515
Albany	NY	2370	83,700	15.1	5,630
Albany	NY	2380	85,400	15.1	5,745
Albany	NY	2390	87,100	15.1	5,860
Albany	NY	2400	88,800	15.1	5,975
Albany	NY	2410	90,500	15.1	6,090
Albany	NY	2420	92,200	15.1	6,205
Albany	NY	2430	93,900	15.1	6,320
Albany	NY	2440	95,600	15.1	6,435
Albany	NY	2450	97,300	15.1	6,550
Albany	NY	2460	99,000	15.1	6,665
Albany	NY	2470	100,700	15.1	6,780
Albany	NY	2480	102,400	15.1	6,895
Albany	NY	2490	104,100	15.1	7,010
Albany	NY	2500	105,800	15.1	7,125
Albany	NY	2510	107,500	15.1	7,240
Albany	NY	2520	109,200	15.1	7,355
Albany	NY	2530	110,900	15.1	7,470
Albany	NY	2540	112,600	15.1	7,585
Albany	NY	2550	114,300	15.1	7,700
Albany	NY	2560	116,000	15.1	7,815
Albany	NY	2570	117,700	15.1	7,930
Albany	NY	2580	119,400	15.1	8,045

Victoria Carpet _____ 24
 Victoria _____ 100
 Victoria _____ 24

Notes	Price	+ or -
Personal Liab	1143	
_____	2119	-20
_____	526	
_____	118	-3
_____	10	
_____	827	-35
_____	78	
_____	22	
_____	654	-15
_____	228	-15
_____	133	
_____	133	
_____	6184	-21
_____	2215	

Priority Action Values 2 524

Warrant	\$1
Fidelity Euro Value	2001
Warrant	144
(Lid Up In 2001)	1081
Fidelity Asp Value	37
Warrant	10
Fidelity Special Value	120
Warrant	54
R. Item (in 2004)	\$204
Fidelity Growth	181
Fidelity Technology	87
Fidelity Tax	228
A	210
Fidelity World Pattern	181
Charged	87
Fidelity Growth	87
Fidelity American	360
Type Of In 08	\$337
Fidelity Children	70
Warrant	25
Fidelity Corporate	\$121

Fluor Corp. Euro	404
Fluor Corp. Energy Africa	127

[illegible]

For & Col Inc Genl	92	923.25
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[illegible]

Gaydon School Japan	4	574
Warrants		14
Gaydon School (C) 14		302

General Income	4600
General Insurance	50
General Inv	123
General Inv	23
General Stock	182
General	16
General	522
General	138
General	140
General	16
General	17
General	780
General	1
General	154
General	247
General	474
General	11
General	52
General	12
General	58

Healthcare Reform Act
H.R. 3200

Western Regional	119
Western	272
Handicaps South	481
Handicap Technology Int.	823
Western	272
Norfolk Int'l	1,086
HF Int'l US En Co 4s	82
Western	883
Heaven Gate 1993	150
Heaven Gate 2000	140
EMSCO Am Trust	85
Western	341
EMSCO Cw Int	98
EMSCO Corp & Ind	188
EMSCO Corp	143
EMSCO Japan	45
Western	124
EMSCO Korea	73
Western	14
EMSCO Tokyo	37

Warranted _____ 12/2
Int. Electric Fed _____ 12/2
Warranted _____ 12/2

[illegible]

INV TRUSTS SPLIT CAPITAL

	Notes	Price	+ or -	52 week high low
Approved by the Island Business				
Alphacraft Spill Inc. - 7		280 1/2	-1 1/2	281 1/2 279
Larkin		5 1/2		5 1/2 5 1/2
Alphacraft Pkt Inc. - 2 1/2		50	-1 1/2	50 48 1/2
Zero Div Pl		188 1/2		188 1/2 188 1/2
Aqueduct Inc.		20 1/2		20 1/2 20 1/2
Cap		276	-2 1/2	276 273 1/2
City of Oxford	21	28		28 28 1/2
Wharfedale		28 1/2		28 1/2 28 1/2
Zero Div Pl		258 1/2		258 1/2 258 1/2
Controls-Cycl Inc.		32 1/2		32 1/2 32 1/2
Cap		12		12 12 1/2
Zero Div Pl		111 1/2		111 1/2 111 1/2
Danco Income		237 1/2		237 1/2 237 1/2
Dorco Inc.		177 1/2		177 1/2 177 1/2
Deery Inc.	162			162 162

400	3.38
100	.85
75	.10

[illegible]

11-11-11

[illegible]

11

17	100
18	120
19	140
20	160
21	180
22	200
23	220
24	240
25	260
26	280
27	300
28	320
29	340
30	360
31	380
32	400
33	420
34	440
35	460
36	480
37	500
38	520
39	540
40	560
41	580
42	600
43	620
44	640
45	660
46	680
47	700
48	720
49	740
50	760
51	780
52	800
53	820
54	840
55	860
56	880
57	900
58	920
59	940
60	960
61	980
62	1000

Zero PTV
Jus Hicks Capital

[illegible]

Empty Pk	100	100	100
Zero Dev Pk	100	100	100
Maximum Effort	100	100	100

[illegible]

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Company	Price	Change
...

OTHER INVESTMENT TRUSTS

Company	Price	Change
...

INVESTMENT COMPANIES

Company	Price	Change
...

LEISURE & HOTELS

Company	Price	Change
...

LIFE ASSURANCE

Company	Price	Change
...

MEDIA - Cont.

Company	Price	Change
...

MEDIA - Cont.

Company	Price	Change
...

OIL EXPLORATION & PRODUCTION

Company	Price	Change
...

OTHER FINANCIAL

Company	Price	Change
...

PAPER, PACKAGING & PRINTING

Company	Price	Change
...

PROPERTY - Cont.

Company	Price	Change
...

PHARMACEUTICALS

Company	Price	Change
...

PROPERTY

Company	Price	Change
...

RETAILERS, GENERAL - Cont.

Company	Price	Change
...

SUPPORT SERVICES - Cont.

Company	Price	Change
...

RETAILERS, FOOD

Company	Price	Change
...

GENERAL

Company	Price	Change
...

RETAILERS, GENERAL - Cont.

Company	Price	Change
...

SUPPORT SERVICES

Company	Price	Change
...

TEXTILES & APPAREL - Cont.

Company	Price	Change
...

TOBACCO

Company	Price	Change
...

TRANSPORT

Company	Price	Change
...

WATER

Company	Price	Change
...

TEXTILES & APPAREL - Cont.

Company	Price	Change
...

TOBACCO

Company	Price	Change
...

TRANSPORT

Company	Price	Change
...

WATER

Company	Price	Change
...

AMERICANS

Company	Price	Change
...

CANADIANS

Company	Price	Change
...

AM - Cont.

Company	Price	Change
...

AMERICANS

Company	Price	Change
...

CANADIANS

Company	Price	Change
...

SOUTH AFRICANS

Company	Price	Change
...

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Company	Price	Change
...

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Company	Mid price	Change	Volume	High	Low	Company	Mid price	Change	Volume	High	Low
AcadCard	US\$8.125		7390	8.25	8	Exel Technologies	US\$11.875	-1.25	7700	12.5	11.875
Adcof Systems	US\$9.0		11,375	10.25	9	Integration	US\$10.5		3870	12.875	10.5
Chromatex	FRF7.6		5700	19	17	Market International	US\$16.5		6	11.375	0
Ri-Sanotech ADS	US\$212.5	-10.75	0	26	20.875	Parsons	US\$4.75		9	8.25	4.375

Prices for 2/24/97. Please note that trading prices are currently used to calculate highs and lows.

Alcatel tumbles following SocGen placing

SAINT-GOBAIN

SAINT-GOBAIN IN 1996 NET INCOME OF 4.3 BILLION FRENCH FRANCS

The Board of Directors of Saint-Gobain met on March 27th, 1997 and approved the consolidated financial statements of the Group for 1996.

The final key consolidated figures of the Group confirm the estimates published in January and are as follows:

In millions of French Francs	1996	1995
Sales	91,384	70,310
Operating income	9,406	7,783
Financial charges, net	(1,426)	(593)
Reorganisation and other costs	(1,203)	(569)
Income before tax and before results of sales of non-current assets	7,375	7,019
Results of sales of non-current assets	211	169
Income taxes	(2,278)	(2,418)
Net income before minority interests	5,031	4,698
Net income	4,323	4,212
Net income excluding net results of sales of non-current assets	4,169	4,023
Resources from operations (cash flow)	10,678	9,212
Capital expenditure on plant and equipment	7,666	5,592
Acquisition of investments	12,237	3,909
Net indebtedness	14,751	3,937

Group sales are up by 30% in real terms, mainly due to the consolidation of Poliet since July 1st, 1996 and to the consolidation of Carborundum, Winter and Corasiv in the Industrial Ceramics and Abrasives Division, and due to the inclusion for the whole year of Ball Foster Glass, which is 100% owned since October 1st, 1996, in the Containers Division.

The disposal of a controlling interest in Cise, effective January 15th, 1997, has no impact on the 1996 financial statements.

On a comparable structure basis, sales show an increase of 2.1% in French Francs and of 1.9% in local currencies.

Sales are split: France 35%, other European countries 32%, America and Asia 33%.

Operating income is up 1,623 million French Francs and represents 10.3% of sales, compared to 11.1% in 1995. This is mainly due to the consolidation of Poliet's distribution sector, where operating income as a percentage of sales is structurally lower than that of the Group's industrial activities.

Income before tax and before results of sales of non-current assets increases by 356 million French Francs. Net financial charges are up 833 million French Francs, due to the acquisitions. Reorganisation and other costs are at a high level of 1,203 million French Francs, because of important restructuring programmes and, for 180 million French Francs, due to the conversion or closing of the fibre-cement plants in France.

Results of sales of non-current assets are higher than in 1995, due to the disposal, at the end of December 1996, of S.G.C.C., a subsidiary of Saint-Gobain Emballage.

Minority interests increase by 222 million French Francs mainly concerning Ball Foster Glass and certain South American companies.

Net income amounts to 4,323 million French Francs. Earnings per share based on the total number of shares issued at December 31, 1996 (86,642,216 shares) are FF 49.9 against FF 50.4 at December 31, 1995 (83,540,848 shares).

Cash flow exceeds, for the first time, 10 billion French Francs and represents 11.7% of sales against 13.1% in 1995.

Capital expenditure amounts to 7.7 billion French Francs. It demonstrates the Group's determination to intensify the development and modernization efforts of its production facilities. It represents 72% of the cash flow.

Acquisition of investments amounts to 12.2 billion French Francs, of which 7.2 billion French Francs, for the acquisition of 44.65% of the share capital of Poliet equity.

Net indebtedness amounts to 14.8 billion French Francs.

The Board of Directors also approved the statutory accounts of Compagnie de Saint-Gobain, the parent company (holding) of the Group. These accounts show a profit of 2,079 million against 2,011 million French Francs in 1995.

The Board of Directors will propose to the Annual General Meeting of the Shareholders of Compagnie de Saint-Gobain, which has been convened for June 25th, 1997, to distribute dividends of 1,472 million French Francs, against 1,378 million French Francs last year.

The dividend per share would therefore be FF 17.00, up FF 0.50 on the previous year. A tax credit of FF 8.50 per share should be added, giving a gross dividend of FF 25.50 per share.

As has been the case in previous years, it will be proposed to offer shareholders the possibility of opting for the payment of the dividend by way of shares. The shares will be ex-dividend on June 27th, 1997.

The Annual General Meeting will also be asked to ratify the nomination as Director of Mr. Claude Béhar, coopted by the Board of Directors to replace Mr. Didier Pfeiffer, who has resigned. It will also be proposed to the Annual General Meeting the renewal of the mandates of Mr. Bernard Esnambert and Mr. Gérard Mestrallier, the nomination of Mr. Jean-Marie Messier, Chairman and Chief Executive Officer of Compagnie Générale des Baux, to replace Mr. René Thomas and of Mr. Jean-Maurice Malot to replace Mr. Michel Dozo, whom he will replace as President of the employees and former employees' shareholders' association of Saint-Gobain.

March 27th, 1997.

Investor Relations Department

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MANAGEMENT



John Kay

A rare privilege

Some factors, like land in Champagne, are intrinsically scarce, some are made scarce, some cease to be scarce

When Stanley Matthews retired from football there was still an agreement between clubs to limit the earnings of players to not much more than the national average weekly wage.

Successful athletes are fabulously wealthy today, you can buy unit trusts to invest in football, and Bernie Ecclestone has plans to float Formula 1 racing for a reported \$2.5bn. What is going on?

Returns go where there is scarcity. Many people know that you can match all but the finest champagnes with cheaper sparkling wines from other parts of France or the new world. But the marketing efforts of the great champagne houses of Reims and Epernay established grand marques — such as Moët et Chandon and Veuve Clicquot — and associations which make champagne, even today, a drink for a very special occasion.

But whose were the profits which these achievements generated? At first, they accrued to the companies which had created the legendary brands. But although the companies controlled the names of their houses, they did not control the name "champagne". That belonged to a French department. The system of appellation control ensured that only wine from that region could carry the name "champagne". There is only a limited amount of wine-growing land in the Champagne region. The returns bubbled back to the scarce factor, and the value of Champagne vineyards now far exceeds that of land of equivalent quality on the wrong side of the border.

In the 1980s the growers tried to grab a larger share of the spoils. By selling directly to shops and customers, they could bypass one element in the chain

that was no longer scarce — the distribution capability of the great champagne houses. They could not get all the profits, because they did not have access to the great names. But many obscure brands of entirely palatable champagne appeared in the supermarkets, and not everyone felt ashamed to celebrate with a sparkling bottle from J. Sainsbury or Tesco.

For a time, growers and champagne houses together tried to earn higher returns than the market would support. The premium sought for champagne became excessive and choked off demand, or left it in the bottle. Eventually pricing became more realistic and the various parties agreed on a distribution which reflected the relative contributions of the two scarce factors in the chain of production — the vineyards of the Champagne region and the mystique of the grand marques.

The spread of video recorders in the same period massively increased revenues from the sale of films. Who benefited from these increased revenues? Not, as people were first inclined to think, video distributors and video stores. Look at the lists of bankrupt companies of the past few years and you will find many failed ventures of video

entrepreneurs. You need to look for the scarce factors, and there is no scarcity of premises from which to distribute video nasties and bad movies. The scarce factors were the names and the talent needed to create blockbusters.

The cost of making films rose in line with the rise in film revenues. The new money went to pay Arnold Schwarzenegger and to indulge Stephen Spielberg. Some factors, like the land in Champagne or the genius of a Spielberg, are intrinsically scarce. Some are made scarce, some cease to be scarce.

The history of broadcasting illustrates all these things. For almost all of the 20th century, broadcasting was dominated by the scarcity of spectrum on the airwaves. Governments allocated that scarce factor. Initially they allocated it to themselves, or their agencies, and most early transmissions came from public sector broadcasters. Later, they began to allocate it to private companies. Lord Thompson of Fleet, one of the early franchisees famously described what he had been given as a licence to print money. More recently, that scarcity of spectrum lost its importance as there came to be many new ways of sending electronic messages.



Corker: the scarcity of land puts a premium on 'real' champagne

So who benefited? Again, the rule is to look for scarcity. You saw the rising price of scarcity when the staff of Gardeners' Question Time migrated from BBC Radio to Classic FM. And you see it again when the price paid for the TV rights to famous movies, or the football league, is bid up.

But do not buy football teams indiscriminately. That is the equivalent of setting up a video store to benefit from the video boom, or already burning fingers in just the same way. Search for the scarce factors — and you find them in the truly great clubs, such as Manchester United, and the truly great players. The returns from the mass increase in revenues associated with football will end up there.

So is Formula 1 motor racing worth its reported floatation tag of \$2.5bn? Bernie Ecclestone is no doubt right when he reckons that competition in the sporting rights market will lead to a similar increase in what is spent on motor sport. But ask again where the scarce factors are. There are some drivers, like Michael Schumacher, with exceptional talents. There are some circuits — not many — whose glamour cannot be reproduced by either Melbourne or Adelaide — Monaco, perhaps Spa and Monza. Formula 1 needs them more than any other sport.

And scarcest of all are the great teams. You cannot have a Grand Prix without Ferrari, Williams, McLaren and Benetton. Shell was willing to pay Schumacher's \$15m salary to put its logo on the side of his Ferrari.

These teams are battling over shares of the television spoils and eventually they will win. And is Bernie Ecclestone scarce? Or is he just motor racing's equivalent of the champagne house, without the same cachet attaching to his name?



Family gathering: (from left) Conrad Black, Peter Munk, Dieter Bock

New members of the family

Canada's close-knit business clans may have to bring in outsiders, says Bernard Simon

Powerful families have for years dominated Canada's business landscape. The companies that carried their names were household words — Southern newspapers; Birk's retail jeweller; McCain potato chips; Molson beer; Bata shoes; and Richardson grain trading and securities.

The families remain a close-knit bunch, meeting at the same clubs, sending their children to the same private schools and spending their summers at cottages on the same lakes near Toronto and Montreal.

But many of the household names are either shadows of their former selves, or are no longer under the sway of their founding families.

Southern is now controlled by Conrad Black, who has stitched together a substantial newspaper business of his own. Birk's has been bought by Italy's Borgosia after filing for protection from its creditors.

Wallace McCain have parted after a public feud over succession. Molson shares control of its beer business with Australia's Foster's Brewing and Milwaukee-based Miller Brewing. Bata, once the world's biggest shoe company, is in turmoil.

The Toronto branch of the Brontmans family — cousins of the Brontmans who control the Seagram drinks and entertainment empire — have ceded control of their once-sprawling industrial and financial services empire to a group of managers led by a South African-born accountant.

Olympia & York, the property developer owned by the Reichmann family, was pulled down in 1992 by its mammoth debts.

Ageing patriarchs have woken up, in many cases belatedly, to the need for a smooth succession. Other families are being forced to confront intensifying competition with limited resources. The upheaval and families' concern about the future is

reflected in the expanding membership of the Canadian Association of Family Enterprise. The association, which has 800 members, tries to educate owners of family businesses on such increasingly pressing issues as succession planning, management buy-ins and mezzanine financing.

Gordon Sharwood, whose Toronto-based merchant bank helps families raise outside capital, estimates that only about 15 per cent of family businesses either survive or remain in the family after the founder dies or retires. "Founders tend to be very egotistical, and it's very difficult for them to give up power," he says.

Bata is still searching for a new chief executive almost a year after the previous incumbent quit following a clash with Tom Bata, the octogenarian patriarch. Upheavals at Rogers Communications, Canada's biggest cable TV operator, are widely blamed on the management style of Ted Rogers.

the group's founder and holder of 90 per cent of the voting shares.

Batons, the 127-year-old department store chain, is one of the few businesses where the family has maintained control to the third generation and beyond. However, its problems are ascribed, at least in part, to a lack of fresh blood, and to a structure that gives four brothers an equal say.

"The principle of primogeniture, where an oldest son gains an unchallenged grip on the business, is rare in North America. We have a tradition of fairness that gets in the way of good management," Sharwood says.

About 325 family shareholders used to show up for the annual picnic of the Bata group, a Vancouver-based property developer. Similarly, the McCain succession feud was complicated by the involvement of numerous family shareholders and directors.

One feature of successful family businesses has been the owner's willingness to stand back and allow professional managers to run the show.

Peter Munk, the Canadian mining and property developer, gives senior executives, such as TrizecHahn, his real estate vehicle and Barrick, his wide-leaved gold mine, minority shareholdings in TrizecHahn.

Lord Thomson of Fleet has installed a new chief executive and shuffled other senior managers at the expanding international publishing and travel group that bears his name. Neither Michael Brown, Thomson's retiring chief executive, nor his successor are members of the Thomson family.

Indeed, standing back may be the only option for many family-owned businesses, for the succession issue is further complicated by demographic trends. In earlier generations, 65-year-old fathers could typically pass on the baton to a tried and trusted 40-year-old child.

With the trend towards later marriage and childbearing, there may be little choice in future but to bring in outside managers to run the business until the children are ready to take over — if that time ever arrives.

THE PROPERTY MARKET

Room for a revival

The pace of transactions is picking up across Taiwan, reports Laura Tyson

Taiwan's long-moribund property market is showing flickers of life, following a rally in the country's stock market and hopes for an economic recovery this year.

The property market has lagged well behind the recovery in share prices, which have declined in recent days on fears of worsening Taiwan-China ties — but there is cause for optimism.

In recent months a few sites in Taipei auctioned by the government sold at prices exceeding expectations, and both sale and rental prices are forecast to rise between 3 per cent and 8 per cent this year. This will be the first gain since 1990, when the market descended into its lengthy slump.

Mr David Pitcher, of Richard Ellis, a property consultancy, says: "The market was so flat for so long, so recent activity constitutes a boom. But you couldn't say prices are going up significantly although transactions are improving."

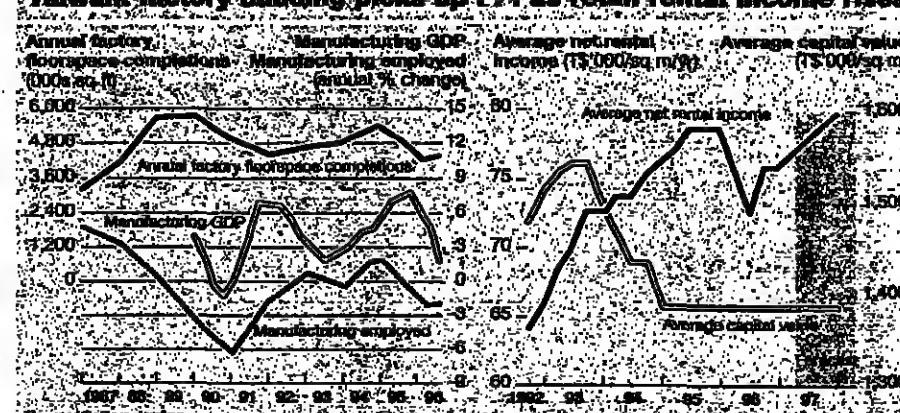
Reflecting such hopes, listed property-related shares have outperformed the index in share price gains this year.

But apart from luxury residential and top-quality office properties, a relatively small segment, oversupply continues to trouble the market. A meaningful recovery is unlikely to materialise for another year or two, analysts say.

In general, the pace of transactions across the island is picking up, but outside Taipei, the wealthiest area and the country's political, economic and cultural centre, property prices are expected to remain flat this year. Ms Sophie Chen of BZW Securities says the vacancy rate in secondary locations of middling quality remains quite high and will take another two years to digest.

There are an estimated 869,000 vacant residential

Taiwan's factory building picks up as retail rental income rises



units across the island. Annual construction is outpacing the increase in the number of households, according to Mr Michael Wu of Colliers Jardine.

The vacancy rate is as high as 18 per cent. White-collar employment, the most critical factor in boosting demand for office space, has been flat in the past year. But liberalisation in the telecommunications industry and financial sector reform are expected to spur white-collar hiring — and hence demand for offices — later this year as new ventures are established.

Market liberalisation in many sectors has encouraged multinational companies to set up or expand operations in Taiwan.

In the second half of 1996, Silicon Graphics, the US software maker, Nokia, the Finnish telecoms concern, Leo Burnett, the US advertising company, and Cyanamid, the chemical group — to name a few — have taken up prime office space in Taipei. International Business Machines and Citibank both plan to expand offices.

Outside Taipei, UPS, the US courier, will set up a \$100m (US\$380m) cargo trans-shipment centre near the Chiang Kai-shek International Airport in northern Taoyuan county in a leased 4,842 sq m warehouse. Bayer, the German chemical manufacturer, plans to invest \$740m to build a chemical plant on 72ha leased from the Taichung port authority.

The Taipei city government has designated a relatively undeveloped area in

the city's south-eastern Hsin Yi district to become a financial district, and many new buildings have gone up or are planned.

The commercial property sector is characterised by a proliferation of chain stores, especially convenience stores, with the number rising by 6,000 in 1996 to 20,800 outlets island-wide.

The number of shopping malls and hypermarkets is rising rapidly, changing buying patterns and slowly squeezing out smaller, often family-owned retail outlets in favour of bigger mass outlets.

One of the biggest malls under construction is a \$232.6m project in downtown Taipei backed by the Core Pacific group and China Development, an investment arm of the ruling Nationalist party. It has received \$100m in preferential funding from the economic planning ministry.

On the industrial side, transactions have been climbing in the past year largely driven by the high-technology sector, especially computer and peripherals equipment manufacturers. This should continue if the electronics sector recovers later this year and the government releases funds earmarked for infrastructure development.

Adding to supply, Acer, the personal computer maker, is investing \$1.2bn to develop a 90ha residential and manufacturing estate in Taoyuan county in northern Taiwan.

recovery in the share and property markets, often closely linked, can be partly explained by the aftermath of the asset bubble which developed in the late 1980s.

Property prices quadrupled over a few years and the stock market's key index soared by more than 12,000 points in early 1990.

The stock market collapsed, falling to less than 3,000 points by October 1990 and has moved fitfully upwards since, but not remotely near its peak.

In contrast, the property market merely tapered off, gradually losing an average of 20 per cent to 30 per cent over many years, and it now appears to have bottomed out, analysts say.

Share prices have gained more than 70 per cent since March 1996, when political tensions with China and uncertainty surrounding the country's first democratic presidential elections stalled the economy and battered investor confidence.

Meanwhile, the economy too shows signs of recovery, and politics are much lower on the agenda than last year. But wages have been slow to catch up to property prices, which remain out of range of many people's incomes. In 1995 the government moved to support the residential market by offering preferential mortgage rates for first-time buyers.

For this reason the government does not wish to see rampant speculation develop in the property market, such as that seen in the late 1980s. It believes that, in the long run, an overheated property market is a political liability.

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ARTS

Rochester Festival

Bold and bawdy genius

The Earl of Rochester's explicit verse has never been equalled, says Jackie Wullschlager

I first encountered the Earl of Rochester, cavalier rake and wit, when one of his love poems was set for schoolgirl dissection in the Oxford entrance papers of 1970. We teenagers, who still giggled when reading Lawrence, were bemused; our teachers were vaguely shocked at the dons' risqué choice.

A decade earlier, Rochester was brown-paper-covered erotica and scholarly editions were bowdlerised. Today, he is intellectually trendy; his bisexual openness ("I storm and I roar and I fall in a rage/And missing my lass, I hunger my page") suits our age. This month a festival of concerts and recitals celebrates the 350th anniversary of his birth on April Fool's Day 1647, and includes premieres of settings of his poems by John Joubert, Michael Berkeley and Paul Spicer.

His fans range from John Redwood MP and Mrs Gra-

ham Greene, to superintendant Nick Fisher of the Manchester Constabulary, festival organiser, whose colleagues quip that "my professional link with Rochester is that I used to work in Birmingham's vice squad".

A couple of years ago Rochester made it into Penguin Classics and there was a new biography. In 1994, *The Libertine*, a play about his life, had a successful run at the Royal Court.

Why does a 17th-century obscene poet matter to us? Fisher says "he is a voice that speaks to us because he bares his soul nakedly". No time since Rochester's own

has been able to enjoy his bold language and sexual honesty as fully as we do - not as pornographic shockers (we are used to that now), but as satirical, intimate renderings of human experience.

His subjects, even today, belong more to *Cosmopolitan* agony aunts than poets: premature ejaculation in his most famous poem, "The Imperfect Enjoyment", female masturbation in the pastoral comedy, "Fair Chloris in a Pigsty". To be et once funny and tender about that level of sexual detail is very difficult. Rigorous form, finely tuned nuances, a mind "bawdy in

thought, precise in words" - as he described a court prostitute - these are essential to avoid embarrassment or bathos.

Rochester's genius was to fuse the metaphysical purity of his predecessors, such as John Donne, with the satirical discipline of the Restoration court into which he came of age, and so to produce explicit erotic verse which no one has equalled.

How did it sound read by Julie (Listen with Mother) Lang and Radio 4's Gabriel Woolf at the anniversary recital (April 1) at Adderbury House, Rochester's ancestral home near Banbury? Appropriate, because

Rochester is an Establishment voice. Close to Charles II, haughty in taste, deploring the rise of the entrepreneurial class, "new upstarts, pimps, bastards, whores/That locust-like devour the land", he was reckless, cynical, licentious but aristocratically secure - Alan Clark is a modern parallel.

Rochester shared mistresses with the king, abducted a teenage heiress in a coach and six, was sent to the Tower, got out and married her. He was irresistibly charming, so whenever Charles banished him for his excesses - "outswilling Bacchus", stirring up murderous brawls and, finally, asked to

produce a witty verse, pulling from his pocket the wrong one and libelling the king ("His sceptre and his prick are of a length/And she plays with one may sway the other") - he always talked his way back to court.

That seductive, mellifluous voice ("Absent from thee I languish still", "Yet still I love thee without art/Ancient person of my heart") invites musical settings. Rochester's "wonderful ear" inspired Nick Fisher to organise the festival concerts. At the Sheldonian Theatre, Oxford, the Consort of Musicks with Emma

Kirkby and luteist Anthony Rooley performs a dozen Rochester songs extracted from rare contemporary collections unheeded since the 17th century, along with John Joubert's "Three Phases of Love", a new setting of three Rochester lyrics (April 26).

Another festival highlight is Joubert's "Best of Rochester's", adapted from Rochester's "A Satire Against Man-kind" ("I'd be a dog, a monkey or a bear/Or anything but that vain animal/Who is so proud of being Rational"). Along with contemporary settings by Furell, it is part of Oxford Pro Musica's series of Musicks with Emma

ting Rochester's death-bed repentance, aged 33, at Spelsbury Parish Church in Oxfordshire, where the poet is buried.

Johnson dismissed Rochester as having "blazed out his youth and health in lavish voluptuousness". Our century identifies with him rather as an atheist-hedonist who was running away from the futility of existence - the spoilt Puritan of Graham Greene's 1974 biography, half despising his wild pleasures, desperate to find spiritual meaning. His Restoration society, brittle, sparkling, sophisticated, busy, has much in common with the 1990s. His love songs, especially set to music, evoke dreams of a lost paradise in the midst of worldly confusion, and so strike a contemporary chord.

Rochester Festival information and tickets from Blackwell's Music Shop, Oxford. Tel. 01865 261384.



Relishing their roles: Gabrielle Drake (Mrs Erynn), Rebecca Johnson (Lady Windermere), Richard Hansell (Lord Windermere) Douglas H. Jeffrey

Theatre

Sleaze, deceit and more sleaze

None of us is as innocent as we like to think, finds Sarah Hemming

With sleaze oozing all over the election campaign, Oscar Wilde's comedy comes as a topical and refreshing blast of common sense. There is no one quite like Wilde for puncturing pompous self-righteousness, and in *Lady Windermere's Fan* he revels in portraying a society where even the most sanctimonious are up to no good and sleaze - or scandal, as it was known in those days - is all the rage.

There is not a character on stage who does not engage in some devious deceit and the only one who performs a selfless act is Mrs Erynn, the woman ousted by society as a wicked temptress.

The form is melodrama, but Wilde takes the conventions - flight at midnight; secret liaisons; crucial letters burned; tearful reunions - and bends them. Despite the fact that the play is littered with witticisms ("We are all in the gutter, but some of us are looking at the stars" among them) and despite his characters' protestations that moralising is dull, Wilde has a serious moral point to make, his basic thrust being that none of us are as innocent as we like to think.

Brabam Murray's band-some production, transferred from Manchester's Royal Exchange to the West End, gets the play's message across forcefully. It is rather

slow and laborious to begin with - perhaps on account of its transition from a circular stage to a proscenium arch - and some of the cast tend to speak Wilde's witticisms as if they were reading them off stone tablets. Simon Robson's mullish Lord Darlington among them. The scene in Darlington's rooms, when the met trade catty hunter, does not quite achieve that languorous self-satisfaction that paradoxically makes the position of the women concealed off stage seem all the more perilous.

But the production lights up and gains speed with the gathering force of the play, and by the final scene it manages to make you

agony to know whether Mrs Erynn will reveal her identity to Lady Windermere, even if you know the answer.

Gabrielle Drake's Mrs Erynn is gracefully witty and wicked, seeming to bathe the stage in sunshine whenever she is on it. It is easy to believe, as one character says, that she can make any man do whatever she wants; it is also easy to see that her insouciance and studied amorality have been adopted to protect her from the pain of her own feelings. The one scene where she does not quite convince is the central episode in which her maternal instincts overcome her - she seems uncertain whether to play her

laments sincerely or melodramatically.

Rebecca Johnson is very good as Lady Windermere, the smug little "good woman" who has her eyes opened; you see her mellow before you, while her husband (Richard Hansell) remains a self-satisfied prig. The rest of the cast relish playing the shallow hypocrites that Wilde so excels in creating, none more than Rosalind Knight as the mercenary, scandal-mongering Duchess of Berwick, a viper in red velvet who, you feel, would pore over today's sleaze stories with ill concealed glee.

Haymarket Theatre Royal, London SW1 (0171-930-8800)

Somebody loves the public utilities - the arts world.

The emergence of new privatised companies, pumping water and providing electricity around the country, provided a much needed fillip to arts sponsorship when traditional backers of the arts - the oil and tobacco companies and the banks - took a breather during the recession.

The motives of the utilities might not always have been virgin white but the results are starting to have an impact. Northumbrian Water is typical. It devoted £2m (increased to £1.75m) that it achieved from "efficiency" savings into the Kick Start Fund, to assist in

regenerating the north east.

Work in the community has now been widened to include the arts, with £150,000 found for the Wallsend Archaeological Park and the same sum for a recording studio at Hartlepool. The Hancock Museum, of natural history, has also collected £150,000. The Kick Start Fund expects some reciprocal money, which is where the Association for Business Sponsorship of the Arts plays a crucial role. It has built up all the projects with money from its Pairing Scheme.

Also in the north east Northern Electric was a major backer of the Visual Arts, while Northern Ireland Electricity is involved in virtually every arts activity in the province.

The utilities favour community arts projects rather than investing in new productions: the public relations pay off is greater. This week PowerGen was paying for arts workshops for children at Theatre Cwylwyd as compensation for building a power station at nearby Connahs Quay. It is also supporting a summer music school at the theatre.

Anglian Water has just started to help Music for Youth, putting £5,000 (doubled under the Pairing Scheme) behind a free concert for 4-11 year olds in Norwich later this month, as well as supporting the City of London Sinfonia, while United Utilities also goes for music, backing the main orchestras in its region, the Hallé and the Royal Liverpool Philharmonic. And, of course, the biggest utility of them all, BT, runs Lloyds Bank close as the biggest arts sponsor in the UK, with a budget nudging £2m. It, too, looks for youth and community projects to support.

So impressed was the Halifax with its first big commitment to arts

sponsorship last year, the financing of *Dracula*, a full length work for Northern Ballet Theatre, that it has plunged in headlong, guaranteeing the dance company around £1m up to 2000.

The money will enable artistic director Christopher Gable to produce and tour a new ballet every 18 months or so, with a re-worked *Giselle* appearing in the autumn, to be followed by *The Hunchback of Notre Dame*.

Although NBT quit Halifax for Leeds last summer the building society is impressed with its financial acuity, as well as its artistic talents. NBT has now paid off its £500,000 overdraft, and with sponsorship and local authority money, plus box office receipts that account for 46 per cent of income, its future looks fair.

Habitat has come up with a neat idea to help the Tate Gallery. It has introduced a range of six new paintings into its 28 stores, each linked to a movement in modern art, like Abstract green and Minimal blue. For every pot sold the Tate receives £1. Business has also made possible the first performance of opera at the Tate. A new work, *Hollis and the Money Talks*, based on Hoger's *The Marriage of Figaro*, largely created by children from local schools, takes place on April 12 (sponsored by EMI Group).

Yamaichi, the Japanese securities house, is celebrating its centenary on April 26 in the traditional Japanese way - by sponsoring a concert at the Royal Festival Hall. Japanese conductor, Seiji Ozawa, is bringing over the Saito Kinen Orchestra, composed of professional musicians who have been taught by the Japanese Master, Hideo Saito. Yamaichi will be inviting 200 guests and the venture will cost it around £25,000.

INTERNATIONAL ARTS GUIDE

BERLIN

EXHIBITION
Athe Nationalgalerie Tel: 49-30-209050
● Adolph Menzel (1815-1905): Between Romanticism and Impressionism: retrospective exhibition featuring 130 paintings, drawings, pastels and watercolours by Adolph Menzel, one of the leading German artists in the second half of the 19th century; to May 11

OPERA
Deutsche Oper Berlin Tel: 49-30-3438401
● Eugene Onegin: by Tchaikovsky. Conducted by Jiri Kout, performed by the Deutsche Oper Berlin. Soloists include Ute Walther, Eva Johanson, Nadja Michael, Kaja Borris and Lucio Gallo; Apr 7

DUBLIN

EXHIBITION
Irish Museum of Modern Art Tel: 353-1-6718666

● Scream and Scream Again: group exhibition exploring the role of film in contemporary art. Featured artists include Sadie Benning, Douglas Gordon, Isaac Julien, Tony Oursler, Lisa Roberts and Marijke van Warmerdam; to Apr 18

GENOA

OPERA
Teatro Carlo Felice Tel: 39-10-589329
● La Cenerentola: by Rossini. Conducted by Gianluigi Gelmetti, performed by the Teatro Carlo Felice. Soloists include Monica Bacelli, Bruno Praticò and Roberto Scattini; to Apr 8

LONDON

CONCERT
Royal Festival Hall Tel: 44-171-9604242
● Bridge String Quartet: perform works by Haydn, Bridge and Schubert; Apr 7

DANCE
Royal Opera House - Covent Garden Tel: 44-171-2129234
● Anastasia: choreographed by Kenneth MacMillan to music by Tchaikovsky and Martinu, performed by the Royal Ballet. Soloists include Leanne Benjamin and Elizabeth McGorian; Apr 7

EXHIBITION
Tate Gallery Tel: 44-171-8878000
● Turner's Watercolour: Explorations 1810-1842: display of Turner's watercolours selected from the Colour Beginnings collection; a group of 390 pieces,

some highly abstract and many, until now, unidentified. Most of the works are studies, sketches or explorations of effects; to Jun 8

THEATRE

The Old Vic Theatre Tel: 44-171-9287616
● West: by Granville Barker. Directed by Peter Hall. The cast includes Felicity Kendal and Michael Pennington; Apr 8

LUXEMBOURG

EXHIBITION
Musée National d'Histoire et d'Art Tel: 352-4793301
● Cecil Beaton. Portraits d'un artiste: De Marlene Dietrich à Mick Jagger: display of 160 original prints by the photographer whose portrait work was often occupied by fashion, style, beauty and glamour. Subjects include Marlene Dietrich and Greta Garbo; to May 11

MADRID

EXHIBITION
Ex-MEAC - Museo Español de Arte Contemporáneo Tel: 34-1-5492453
● Artistas Pintados. Retratos de Pintores y Escultores del Siglo XIX en las Colecciones del Prado: display of 62 works from the 19th century, the majority coming from the museum's own collection. Artists featured include Madrazo, Esquivel and Sorolla; to Apr 16

MILAN

CONCERT
Teatro alla Scala di Milano Tel:

39-2-88791
● Margaret Price: performance by the soprano accompanied by pianist Thomas Dewey. The programme includes works by R. Strauss and Wolf; Apr 7

NEW YORK

CONCERT
Alice Tully Hall Tel: 1-212-875-5050
● Bo Skovhus and Warren Jones: the baritone and the pianist perform works by Haydn, Schubert, Lange-Müller and Strauss; Apr 6
The Walter Reade Theater Tel: 1-212-875-5600
● Da Camera of Houston: with conductor Sarah Rothenberg, mezzo-soprano Katherine Ciesinski and violinist Rolf Schutte perform works by Beethoven, Schönberg, Mahler, Schumann, Wagner and Pfitzer; Apr 7

EXHIBITION
MOMA - Museum of Modern Art, New York Tel: 1-212-708-9400
● De Kooning in the Eighties: the paintings made during the 1980s by American artist Willem de Kooning constitute a largely unknown chapter in his career. This exhibition contains approximately 40 paintings made between 1981 and 1987, few of which have been seen by the general or even specialised art public; to Apr 29

NICE

EXHIBITION
Musée d'Art Moderne et d'Art

Contemporain Tel: 33-4-93 62 81 82
● Man Ray: retrospective exhibition featuring a selection of more than 200 works by the American photographer; to Jun 9

PARIS

DANCE
Théâtre National de l'Opéra - Opéra Garnier Tel: 33-1 42 66 50 22
● Students of the l'Ecole de Danse de l'Opéra National de Paris: perform "Dessins pour Six" to music by Tchaikovsky, choreographed by Taras, "Firebird" to music by Stravinsky, choreographed by Lacotte (after Fokine) and "Western Symphony" to music by Kay, choreographed by Balanchine; Apr 7, 8

EXHIBITION
Musée Picasso Tel: 33-1 42 71 70 84
● Picasso, Les Sources Photographiques: 1900-1928: the third of a cycle of exhibitions illustrating the influence of photography on Picasso's work, covering the painter's Cubist and Surrealist periods. A number of paintings and graphic works are on display, including "La Famille Soler" (1903) and "La Baigneuse au Ballon" (1929); to Jun 8

THE HAGUE

CONCERT
Dr Anton Philipszaal Tel: 31-70-3607927
● Frank Peter Zimmermann and Louis Lortie: the violinist and the pianist perform works by Brahms,

Schumann and Webern. Part of the Brahms Festival '97; Apr 8

THESSALONIKI

EXHIBITION
Thessaloniki Cultural Capital '97 Tel: 30-51-867860-6
● Exhibition of the Velmezi Collection: exhibition of Byzantine icons from the 15th, 16th, 17th and 18th centuries, on display for the first time after restoration in the workshops of the Benaki Museum. The exhibition takes place at the Museum of Byzantine Culture; to Apr 15

VENICE

EXHIBITION
Palazzo Grassi Tel: 39-41-5231880
● Dalle Fiandre a Paele Bassi: l'antica storia dell'arte moderna: exhibition of Dutch and Belgian art of the 20th century, featuring 150 works. Artists represented include van Gogh, Ensor, Magritte, Delvaux, van Dongen, Sluyters and Appel; to Jul 13

ZURICH

CONCERT
Tonhalle Tel: 41-1-2063434
● Tonhalle-Orchester: with conductor Kurt Sanderling perform works by Mozart and Bruckner; to Apr 11

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COMMENT & ANALYSIS



Philip Stephens

Shorn of surprises

The strictly limited nature of Labour's manifesto reflects the scale of change Mr Blair has made in the party

Tony Blair's position vis-à-vis New Labour is much as Margaret Thatcher's was to the Conservatives in 1979. Then, as now, the important question in British politics was the extent to which the undisputed leader of a party in opposition could similarly command it in government. Looking back over the Thatcher era, there is a temptation to view her eventual ascendancy as pre-ordained. Her manifesto for the 1979 general election (which Mr Blair much admires for its political tractate) set out the principles for a new Conservatism. The intended break with post-war consensus was there for all to see. Her economics came from Milton Friedman, her unforgiving individualism from Friedrich Hayek.

But the path was not as smooth as it now looks. Her first cabinet was drawn largely from the old Heathite guard. These Tory grandees assumed her radicalism in opposition would give way to their realism in government. When she acted otherwise there was a serious prospect of a coup. It was not until the autumn of 1981, and after more than one humiliating defeat in cabinet over economic policy, that she was strong enough to sack or sideline cabinet enemies like Ian Gilmour, Jim Prior and Peter Walker. Even then, her grip on the premiership depended in large degree on Labour's self-destructive flight to the wilder shores of socialism.

Watching Mr Blair at the launch yesterday of New Labour's election manifesto it was impossible to miss the parallels. He is as confident, as self-assured, as she ever was. Presenting a document consciously shorn of any surprises, he alternated between determined leader and passionate preacher. His political currency is the coinage of principles and

values rather than promises and precision. In Mr Blair's politics, detail counts for nothing against direction. The manifesto itself will make little difference between now and May 1. If, as most suppose, John Major loses the election, it will not be because voters have drunk deep at the well of New Labour's policy pronouncements.

The document, as glossy and multicoloured as John Major's, though somewhat shorter, is there to remind them Mr Blair has made his party safe for government. But, privately at least, he will submit the mood of the nation is one of deep disenchantment with the government rather than enthusiasm for the opposition.

Mr Blair makes a virtue of the strictly limited nature of New Labour's pledges. Trust is his favourite word. I gave up counting after he had repeated the word a dozen times. The Conservatives had destroyed public trust by breaking their pledges on tax. He would restore it by promising only what he was certain he could deliver.

It is an approach which produces a certain frustration among his media inquisitors. Sometimes they are thwarted by his refusal not to commit more public money to education or to

The document, as glossy and multicoloured as John Major's, is there to remind them Mr Blair has made his party safe for government

other causes close to New Labour's heart. Why is he so damn timid? Then they highlight the inconsistencies (and there are some) between a pledge to live within the Conservatives' spending ceilings and plans, say, to invest billions in getting the unemployed back to work. Is he too cautious or too ambitious?

Mr Blair relishes the confusion. New Labour, he replies, would simply bring a different set of values to Whitehall. The government raises and spends more than £300bn a year. It must be possible within such constraints to set different priorities. And yes, he would reform the welfare state, but he is unabashed about admitting the shape of change would have to await his entry to government.

His talent lies in a capacity to sound at once radical and reassuring. He coined a phrase for it at the manifesto launch. He would govern from the "radical centre". No one quite understood what he meant. But we all wrote it down.

As for the few areas in which he has announced specific spending switches, these have relevance only as emblems for the electorate. They concern the small change of the public finances. The amounts involved represent a tiny fraction of the normal, cyclical swings in the Treasury's finances and the year-by-year allocations from its contingency reserve.

And yet it is this calculated sobriety which makes Mr Blair's manifesto the most significant since 1979. Its very caution defines the scale of the change which he has wrought in his party during the past three years. Above that, it sets the parameters for New Labour in power.

Mr Blair intends to govern within them. His incrementalism is borrowed from President Bill Clinton in the US. But he has no intention

of making the mistake that Mr Clinton made in 1992 – of campaigning as a New Democrat and then proceeding to govern – at least initially – as an Old one. New Labour is for keeps. Mr Blair means it.

So do a handful of others like Gordon Brown, the shadow chancellor. Scanning the expressions of some shadow cabinet colleagues, however, one could not help feeling they are in for a rude shock. As Mr Blair hammered the final nails into the coffin of past socialist dreams John Prescott, the deputy leader, struggled to smile. Robin Cook, the shadow foreign secretary, gazed into an imagined middle distance.

Just as in 1979 few really understood how far, and how fast, Mrs Thatcher intended to travel, so many in Mr Blair's party have even now failed to grasp that he intends to practise what he preaches. It will be different when we have won, is a phrase whispered often in the shadow cabinet – and among the trade union leaders who have taken a vow of silence for the duration of the election campaign. These are Mr Blair's grantees.

The leader believes he has already outflanked them. Politics, he has a habit of saying, is about how you respond to pressure. His overhaul of the party's constitution and the dilution of the power of the unions has been calculated to blunt the point of pressure on previous Labour leaders. Nor does he intend to ease up on the process of reform.

Mr Blair would be foolish, though, to underestimate the potential for opposition within a New Labour cabinet. Events, as Mrs Thatcher discovered, have a nasty habit of conspiring with one's enemies. Life in Mr Blair's Downing Street will get very rough. But then, like her, he is a win or lose politician.

Insurers must face problem of airline victim compensation

From Mr Philip Chrysal, Sir, The sub-title "Airlines are urged not to abandon limits on compensation for victims" – of your article headed "Insurers warn on disaster payouts" (March 26) conveys the impression that the aviation insurance market is decidedly opposed to change.

Let there be any ambiguity about our position as a leading reinsurer. It is not the prerogative of the insurance market and its reinsurers to decide whether airlines are entitled to waive the arbitrary liability limits whose reason d'être was superseded when jets replaced piston-engine aircraft.

Almost everything is insurable provided the premium is adequate, and if the aviation insurance market is unable to price its product

due to excess capacity or its inability to measure heightened exposure and re-rate its product accordingly, then it remains solely the problem of the insurers and their reinsurers.

Better the insurance market concentrates on and addresses its own failings rather than become embroiled in the rather tiresome debate about whether airlines should waive passenger liability limits in order to satisfy contemporary consumer expectations in the late 1990s.

Philip Chrysal, underwriter and legal counsel, aviation department, Swiss Reinsurance Company, Mythenquai 50/60, Zurich, Switzerland

Buffett's inefficient fit with a market theory

From Mr Richard Simmons, Sir, Anant Sundaram (Letters, March 27) gives three reasons why Warren Buffett's investment record is consistent with efficient markets theory. None stands up to inspection:

● Far from changing investor perceptions Buffett often buys stakes in companies that everyone recognises are great franchises (Coca-Cola, American Express) but which are temporarily undervalued. It is their long-term ability to generate cash that boosts market value not Buffett's actions.

● While he does have significant minority positions in these companies and a small number of directorships Buffett does not exercise control. Indeed in a number of cases (Wells Fargo, American Express) he has entered into agreements with boards which limit his ability to appoint directors. However,

even if he were influencing policy to maximise share holder returns, this would scarcely diminish his example as a successful investor.

● The argument that he is a one-in-a-million phenomenon and his success is down to luck is the most ludicrous. In a speech many years ago Buffett showed that each money manager who had been taught by his own mentors Graham and Dodd had achieved returns far in excess of the Standard & Poor's Index.

As Buffett himself has said, though it has been the presence in the stock market of enough investors foolishly under the sway of efficient markets theory that has given him the opportunity to buy securities well under their true value.

Richard Simmons, 91 Oldham Walk, London WC2H 9SE

Democracy, not theocracy, in Scotland

From Mr Kenny Bell, Sir, Your editorial "Faith and power" (March 29/30), makes the extraordinary assertion that Scotland is a theocracy and the Queen is head of the Church (or Kirk, in this case).

In the 1830s, following centuries of often violent and schismatic resistance to lay patronage, the right of members of the Church of Scotland to elect their ministers

and representatives to its governing body – the general assembly – was finally enshrined in UK law. The Queen may send her representative to the assembly, but the moderator, elected annually by the members of the assembly, is the head of the Church. The Kirk exists in a kind of bubble, outwith the authority of the head of state, but enjoying recognition by and protection from

the state: another of our many and colourful constitutional anomalies. Some of your readers note the curious similarities between the Kirk system and a political set-up known as "democracy".

Kenny Bell, Apdo 636-1007, Centro Colon, San Jose, Costa Rica

Non-runner

From Mr Steven T. Branca, Sir, The item about the failure of American race-horse Cigar to breed ("Expensive Cigar", March 30) simply confirms Freud's famous maxim: "Sometimes a cigar is just a cigar."

Steven T. Branca, City of Phoenix, 200 West Washington Street, Phoenix, Arizona 85003, US

Labour tax proposal would hit UK pension funding

From Mr Alastair Ross Goobey, Sir, It is widely reported (and believed) that the Labour party, having ruled out changes to income tax rates, is proposing to reduce the credit for corporation tax paid to non-taxpaying recipients of dividends, such as pension funds.

This seemingly victimless tax increase would be seriously ill-advised for two reasons. First, the introduction this month of the minimum funding requirement under the Pensions Act will force schemes to address any funding weaknesses immediately, rather than allow them to be corrected over 20 or more years.

A removal of advance corporation tax relief will have the effect of reducing the gross yield on equities from the current 3.7 per cent to 2.96 per cent; actuaries will immediately factor in this long-term fall in gross income for pension funds on about half their assets, and schemes that had thought themselves adequately funded will find instead that they are either below the 100 per cent MFR requirement or uncomfortably close to it.

Although the Pensions Act requirements to make good any such deficits do not come fully into effect until 2007, most scheme trustees will wish to make an early adjustment to their position. This will require either a large lump sum infusion or an increase in employers' contributions (offsettable against corporation tax).

When this government (wrongly in my view)

reduced ACT relief by 5-percentage points in 1993, the BT Pension Scheme, which we manage, received a lump sum payment of more than £1bn from our sponsor company over two years to make good a valuation shortfall, a significant portion of which was caused by the ACT change.

Not many companies are able to produce large lump sums of this order, and all companies will feel the cash-flow effects of increased contributions. The net effect on corporate tax revenues may be negligible as a consequence.

The second effect such a change would make is in the relative attractiveness of equities vis-à-vis other asset classes. The yield rate which you regularly publish on the back page of the second

edition, and which has proved as good a guide to equity markets as any over the past 20 years, would move from 2.10 to 2.60, a level which has been dangerous territory for equities in the past.

It would be ironic if a thoughtless act of a new government would be to undermine the first attempt to break the pension promise – with assets, and move the balance still further against the funded pension schemes with which Britain has secured its workers' futures so much better than most of its trading partners.

Alastair Ross Goobey, chief executive, Hermes Pensions Management, Standon House, 21 Mansell Street, London E1 8AA, UK

Europa • Karl-Heinz Kamp

The broader perspective

The cost of enlarging Nato into eastern Europe is not the most important issue

Perhaps one of the most surprising aspects of the debate over Nato enlargement is how little has been said about the cost. Much time has been devoted to discussing the criteria for deciding which countries from eastern and central Europe should be allowed to join the alliance. But with the final decisions due to be taken at the Madrid summit in July, the cost has only recently been raised as an issue.

Even now there have been no cost estimates from Nato, or from any European partners in the alliance – at least not publicly. The first analyses to be published have come from the US.

According to the Congressional Budget Office, enlarging Nato to include the four Visegrad countries – Poland, Hungary, the Czech Republic and Slovakia – would cost between \$60bn and \$124bn over 15 years (depending on the assumptions). The European allies would have to pay between \$14bn and \$54bn of these totals, and Nato's new members would have to contribute between \$42bn and \$52bn.

The Rand Corporation, the Californian think-tank, has come up with smaller estimates. According to its calculations, Nato enlargement would carry a price tag of about \$42bn, \$9bn of which should come from the new member states.

But whether the cost is \$42bn or \$124bn, the question is whether it can be financed. One thing seems clear: there is not the slightest chance of an increase in the defence budgets of any of the large Nato members. On the contrary, more and painful cuts are looming on the horizon as governments struggle to cut their deficits.

Making cuts to Nato's central budgets to finance enlargement is hardly an option. Alliance budgets such as the common infrastructure programme (known as the Security Investment Programme) are already modest in scale and are earmarked for agreed measures.

Nor can those countries that are likely to join Nato be expected to bear the brunt of the estimated burden. The annual defence budget of the Czech Republic is just \$1.1bn, while Hungary has only \$900m to spend each year on its entire defence needs.

In the light of these seemingly unsurmountable financial hurdles some observers are now calling for Nato enlargement to be postponed. But this cannot be the answer when the process of enlargement is so advanced. Postponement would mean a loss of credibility for Nato – not only with the candidate members from central and eastern Europe, but also with Russia, which has been persuaded at some cost to concede enlargement.

It is also worth noting that calculations by the candidate countries suggest the cost of enlargement is much lower than the US estimates. A recently published Polish study argues that the cost of admitting Poland could be partially covered by funds already allocated for the modernisation of its armed forces.

And this view finds a lot of support in the US Defence Department. A new Pentagon study argues that adding eastern European countries to Nato will be much cheaper than expected.

All this shows the fundamental difficulties in estimating the costs of enlargement. On the one hand, substantial differences between the various estimates reflect differing models and assumptions on future threats.

On the other the US analyses, in particular, tend to view the cost question too much from the demand side. They ask: "What will it cost to enable the applicant countries to face a particular threat?"

Analytically sound though this approach is, it does not reflect the political realities facing Nato members. They are likely to judge the cost question more from the supply side: "How much will enlargement cost and what can the candidate members contribute?"

It can be taken for granted that the financial input of the "old" Nato members will be well below the figures in most of the published cost estimates. They will be unlikely to agree to more than a marginal increase in their contributions.

This is even more likely since – to avoid confrontation with Russia – there will be no expensive deployment of Nato forces on the territories of the new members. Much more likely are low-cost measures such as the transfer of surplus defence equipment to central and eastern Europe which has already begun.

The consequence of this is that the military integration of the new members will be a very gradual and protracted process. But in security terms such an approach seems fully justified in the absence of an immediate threat that requires Nato military involvement in central and eastern Europe. If there were a fundamental change of the present strategic landscape, the question of financial support for a more rapid absorption of Nato's new members would certainly require a fresh look.

Thus the costs of Nato enlargement are a political question. Cost estimates are useful as long as they are seen in their political context. But they have little role to play in the debate over the pros and cons of enlargement.

The author is head of the foreign and security policy section at the Konrad Adenauer Foundation, the German public policy institute.

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday April 4 1997

Middle East
anger

The Middle East peace process is teetering over an abyss again. Israel's decision to build homes for 30,000 Jews on a site in Arab east Jerusalem has united the fractious Arab and Islamic nations against it. The Arab League this week threw into reverse the building of diplomatic and trade links. In the West Bank, clashes between Palestinian protesters and Israeli troops are getting uglier. Arab governments have lost confidence in the peace process. They are themselves under varying degrees of challenge from Islamic revivalists, and every Israeli step back from peace undermines them. Mr Benjamin Netanyahu, Israel's prime minister, has reneged on the principle driving the peace process - the trading of Arab land conquered in the 1967 Arab-Israeli war for peace and Israel's right to live in security.

The US - key external sponsor of the peace process - has been of little help. Washington has twice vetoed UN Security Council Resolutions calling for a halt to the east Jerusalem land-grab. But nobody else can mediate. The US must now take action to retrieve the peace process before it collapses.

President Bill Clinton meets Mr Netanyahu in Washington on Monday. As Israel's unconditional ally, he should make clear to him the risks of Israel's present policies. There is talk of

a prolonged negotiation between Israel and the Palestinians, of the kind that produced the Camp David accords with Egypt. This picks up on Mr Netanyahu's proposal to bypass the "interim" stages of the Oslo agreements with the Palestinians on self-rule in the West Bank and Gaza, and move to "final status" negotiations on borders, settlements, Palestinian refugees, and Jerusalem.

Such an approach would only work if Israel agreed to stay inside the original Oslo framework. This foresaw Palestinian self-rule in most of the West Bank by the time these difficult compromises had to be worked out, and assumed that neither side would seek to pre-empt the ultimate outcome.

The problem is that Mr Netanyahu has taken several pre-emptive steps, above all on Jerusalem. If US arbitration is to succeed, Washington must demand these measures be frozen. That means a suspension of work on the new colony in east Jerusalem, a freeze on new Jewish settlements, and Israeli withdrawals from the West Bank on the agreed timetable. Israel must be guaranteed full Palestinian security co-operation against terror attacks. But without a broader political understanding, it is hard to see how Palestinian leader Yasser Arafat can keep negotiating against the wishes of his people.

Kohl again

In inimitable style, Helmut Kohl has wrong-footed foes and friends who hoped or feared he would step down next year from the German chancellery. In a fireside chat on his 67th birthday, delivered at the Austrian spa where he is undergoing his annual slimming ritual, Germany's longest-serving postwar leader confirmed that he plans to run again for office in 1998.

It may yet be a decision he will regret: next year's election will be no pushover. With unemployment running at almost 4.7m, and his government struggling urgently to cut its spending to meet the budget deficit criterion for the European single currency, his platform is unlikely to be popular. He will be hoping instead that his sheer familiarity, his reassuring ordinariness, and his reputation as the chancellor who delivered German unification, will pull in the voters.

In spite of more than 14 years in office, Mr Kohl is conscious that he still has a lot of unfinished business to see through. Top of the list are his great European projects - the single currency, and enlargement of the European Union and Nato to the east on which he has set his heart. He sees them both as the essential counterparts of German unification, binding his country into the heart of an integrated Europe.

Bolivia's debt

Bolivia was once almost a caricature Latin American republic, a watery-eyed, political and economic instability. It suffered repeated military coups, frequent changes in government and hyperinflation, which in 1985 reached 23,000 per cent.

Since then, however, the caricature has become less and less apt. Bolivia's more than 7m people are still the poorest in the western hemisphere after Haiti, but democracy has fashioned something hopeful from despair. Now foreign governments can further that hope by heeding a deep reduction in Bolivia's still heavy foreign debt burden.

The first stage of the Bolivian economic reform programme cut inflation to single digits and produced an average growth rate of about 4 per cent a year between 1989 and 1996 - good, but not enough to make a significant dent in poverty.

Now a second generation of reforms has been put in place over the past three years by the government of President Gonzalo Sanchez de Losada, the architect of the 1985 stabilisation plan.

In the face of strong political opposition, the government has transferred all the country's public enterprises - responsible for an eighth of economic activity - into the hands of private companies.

These operators, mostly from abroad, have taken a 50 per cent

equity stake in the businesses and committed significant sums in new investment. Shares in the remaining 50 per cent are to be distributed into individual retirement accounts held by all adult Bolivians. This exercise in popular capitalism, in a country where only one person in 20 has a bank account, is now viewed as a potential model for other countries to follow.

This and other changes offer the prospect of more investment, higher living standards and freedom from continuing dependence on foreign aid. But the country still remains vulnerable to swings in raw materials prices, and the burden of servicing a heavy foreign debt could still undo much of the good that has been done.

Close to two-thirds of the government's effective debt burden is owed to the Washington-based multilateral institutions; most of the rest to western governments. If these governments agree to the more significant write-offs of bilateral debt and multilateral debt now being proposed under a new initiative for highly-indebted poor countries, Bolivia's susceptibility to external shock would be much reduced.

The governments of rich countries often preach the benefits of economic reform. Bolivia's government has responded in a bold and innovative way. Now foreign government creditors should put money where their mouth is.

Bankers' weight loss

George Graham explains a new way of calculating minimum capital requirements that would better reflect the risks of lending

How much capital banks should hold to cover the risk of their loans not being repaid has long been a matter of contention among regulatory authorities. But for 10 years, almost all the world's regulators have adopted the capital adequacy rules agreed at the Bank for International Settlements in Basle.

The Basle capital adequacy rules have become such a universal benchmark that they now influence banks' decisions to a degree never dreamt of by their creators. To many bankers, however, their influence is increasingly perverse, unfairly penalising some low-risk lending while favouring other, much more dangerous types of business.

This week, J.P. Morgan, the US investment bank, launched a more sophisticated model for measuring credit risk, with the backing of several other big international banks, which it hopes bank regulators may one day accept as a substitute for the Basle formula.

One of those responsible for the new model is Mr Stephen Thiele, who - as an official at the US Federal Reserve - was involved in drafting the BIS capital adequacy ratios. Now head of risk at J.P. Morgan, he believes their day is done. "As one of the authors of the product I have to say yes, they have outlived their usefulness," he says.

The essence of the Basle formula, now also broadly adopted in the European Union's capital adequacy directive, was to require banks to hold a capital cushion amounting to at least 8 per cent of their total assets.

Assets, principally loans and securities, are weighted according to risk. Commercial loans are counted at their full value, while mortgages, because they are backed by physical property, are weighted at 50 per cent of the risk of a commercial loan. Debt from major governments is counted as zero risk.

These risk weightings were a step forward from earlier formulae used by bank regulators, which typically measured capital as a percentage of total assets, with no weighting whatsoever. But they were still crude. They made no distinction between loans to a company rated by the international credit rating agencies as triple A, such as Unilever or Toyota, and those to an owner-operated corner shop.

Nor does the formula give a bank any credit for spreading its risks over a diversified portfolio of loans. "You can have a \$100m portfolio containing one triple C asset or a \$100m portfolio containing 100 different triple A assets, and the framework requires you to hold the same capital against both," says Ms Blythe Masters, head of credit derivatives at J.P. Morgan.

Ms Susan Phillips, a governor of the Federal Reserve, points out that the rules produce "relatively crude formulae for capital requirements, which after all are intended only to provide for minimum capital standards".

Indeed, one of the primary purposes of the Basle agreement was simply to goad banking supervisors in France and Japan, in particular, into raising their then inadequate capital requirements.

What the Basle regulators failed to anticipate was the

extent to which their ratios - designed for large international banks and meant to be calculated across their whole spread of businesses - would come to influence management decisions in individual business units.

But losses on lending in the late 1980s and early 1990s have led to a greater focus among banks, especially in the US and the UK, on the need to deliver good value to their shareholders. That means producing an acceptable return on the capital employed in their businesses.

At the same time, many of the most successful international banks are increasingly devolving responsibility for credit to individual business units. In return, they demand each unit produces a return on the capital allocated to it that meets the group's demands; those that cannot do so are sold or closed.

Most banks are, of course, aware of the distortions a blunt application of the Basle formulae could bring to their business decisions. Many use more sophisticated internal measures going by names such as return on economic capital (Roec), risk-adjusted return on capital (Raroc) or even risk-adjusted return on risk-adjusted capital (Rarorac).

Raroc models can produce a much wider range of capital requirements than the crude regulatory formulae. The requirements might stretch from less than 1 per cent of the value of a triple A loan to 30 per cent or more for high-risk credits.

Barclays, one of the UK banks that has made most progress in using this kind of risk-adjusted measurement, calculates its investment banking business,

BZW, really needs a capital base less than half the regulatory level set out by the Basle framework. Barclays' business banking division, on the other hand, requires 22 per cent more capital than the rules stipulate.

Barclays can smooth out these differences at group level, and it can allocate more capital than formally required to business banking to compensate for the extra risk. But it cannot allocate less than the rules dictate to a subsidiary with its own banking licence, such as BZW.

That makes it harder for an investment bank such as BZW to make an adequate return on the capital it has to employ. The same is true for mortgage lenders which also have their credit risks overstated by the Basle formula.

The CreditMetrics model launched this week by J.P. Morgan aims to build on this kind of approach by setting a market standard for measuring credit risk. The model aims to produce a single number for how much a bank stands to lose on a portfolio of credits which may have very different characteristics, and therefore how much capital it ought to hold in reserve.

The model - backed by banks such as Deutsche Morgan Grenfell, Bank of America, Swiss Bank Corporation, Union Bank of Switzerland and BZW - starts by measuring the probability that a particular credit or pool of credits will default. This is basically derived from credit ratings.

It then plots the probability that they will all turn sour at the same time. The default probab-

ility for two loans to UK property companies would be high, since both face the same market conditions. But a bank with a well-diversified portfolio would need less capital because its risks would be spread.

What the banks backing CreditMetrics would like is for the BIS in Basle to accept the use of this kind of model in assessing their capital adequacy requirements. And while this approach would have appeared outlandish when the Basle rules were being drawn up a decade ago, it is no longer out of the question.

The BIS has already agreed that, from the beginning of next year, banks may use their own models for measuring how much capital they need to hold to guard against market risk: the amount they stand to lose if financial markets move against them. The principle of using internal models has, therefore, been accepted.

Yet the regulators have so little confidence in the robustness of these market-risk models that they have stipulated that any bank wishing to use one must multiply by three the amount of capital its model says it needs. Even so, most banks believe using models would help reduce their capital requirements.

Regulators and many bank analysts are even more wary of credit-risk models, which J.P. Morgan and its allies admit are relatively untested. "They fear over-reliance on advanced statistical techniques could breed what some call a 'Zen banker' - one who lies back and trusts the model rather than using his own judgment."

If, for example, statistics tell you that movements in the Kor-

ean equity market are the inverse of those in the exchange rate between the Norwegian krone and the Portuguese escudo, should you let statistics rule, or should you use your judgment to say there is no rational connection between the two?

"Resting on the laurels of advanced models can indeed drive some organisations into trouble, as long as time-honoured, sound lending practices are given a low priority," adds Mr Samuel Theodor, managing director in charge of European banks at credit rating agency Moody's.

The danger of overdependence on models is compounded by the fact that no one has succeeded in modelling operational risks - such as the fraud and defective internal controls that led to the collapse in 1996 of Barings, the UK investment bank.

There is, moreover, a fundamental tension between what banks and regulators want the models to do. The banks' interest in modelling springs from the belief that the models will allow them to operate with less capital. Regulators are more comfortable if capital is high.

Nevertheless, senior regulators have not slammed the door on the possibility of allowing banks to use such models for their credit risk calculations. "In five, 10 years we could be allowing banks to do that in the same way we are going to for market risks," says Mr Michael Foot, head of banking supervision at the Bank of England.

That may be longer than the three to five years Mr Thiele of J.P. Morgan would like, but it leaves the way open for banks and regulators to talk.

OBSERVER

Still at the Kohl face

Mount Olympus," said the man-mountain of Germany's political landscape.

Fair cop

Israel's chief of police has fined himself for using his mobile phone while driving. It's not that commissioner Assaf Hefetz had a sudden attack of conscience; he owed up after a motorist who saw him cradling his phone at the wheel called a local radio station to complain.

What's it worth?

Rumours about the wealth of Russian premier Victor Chernomyrdin have been circulating in Moscow for years. So newspaper claims that he has amassed a \$5m fortune since coming to office have caused a political storm.

Yesterday the premier - whose apparition's demeanour sits uneasily with claims that he is one of the world's richest men - launched his defence. A government spokesman said that last year Chernomyrdin was paid a modest Rbs 46.39m (\$8,000) state salary; neither does he own "estates, dachas or homes as his personal property". Igor Shadrin, head of the cabinet's press service, went further: he implicitly denied reports that Chernomyrdin owns

a large slice of Gazprom, the company he once ran which controls 30 per cent of the world's known gas reserves.

Still, Chernomyrdin's account of his personal finances is unlikely to convince his Russian critics. Analysts are already pointing to a loophole in his denials: even if the premier does not own assets directly, they say, he could still control vast assets through proxies.

Strike two

Two years ago after falling out with Tony O'Reilly and leaving Arcon International Resources, the mining company he founded, Conroy turned entrepreneur Richard Conroy is returning to the public stage.

His new Irish exploration company - Conroy Diamonds & Gold - says it has identified "an exciting" gold prospect at Clontarf, County Monaghan. Arcon, in which O'Reilly's family are big shareholders, began life as Conroy Petroleum & Natural Gas. Back in 1986 it discovered the Galway zinc-lead project in County Kilkenny; the mine recently started commercial production.

Model citizen

Movie buffs were yesterday mourning the death of film producer Tomoyuki Tanaka, creator of Godzilla, the magical monster whose career paralleled Japan's recent history.

Godzilla made his debut on movie screens in 1954, awakened from the depths of the Pacific by a hydrogen bomb test, just as Japan was rebuilding from the rubble of Hiroshima and Nagasaki. Since then, Tanaka's monster has starred in 22 films, evolving, like Japan, into an enigmatic giant with ambitions to be a good citizen.

In early versions he would demolish dozens of skyscrapers before staggering back into the Pacific. Later he takes on a friendly role, felling a plan by giant cockroaches to take over the world. Toho, the movie company with which Tanaka worked since 1940, axed Godzilla two years ago. Rumour has it that a US film company plans to bring him back.

Financial Times

100 years ago

Atlantic Passenger Traffic. New York, 3rd April. The edition and analysis of the statistics of passenger traffic in the world have been completed. The statistics of the various lines of steamers operating in the world are published in the form of a directory. The statistics of the various lines of steamers operating in the world are published in the form of a directory. The statistics of the various lines of steamers operating in the world are published in the form of a directory.

50 years ago

Japanese Reparations. Washington, 3rd April. The U.S. Government has ordered General Douglas MacArthur to make immediately available as reparations to the U.S. Government 50 per cent of all Japanese industrial equipment which can be removed. MacArthur will receive \$ per cent of the value of the equipment for Burns, and the rest for the U.S. Government.

JPK 101 50

Ex-shipping chief guilty of \$1.2bn BCCI fraud

By John Mason and Robert Rice

Mr Abbas Gokal, the former chairman of the Gulf Group shipping empire, was yesterday convicted of the largest single fraud in British history. A jury at London's central criminal court, the Old Bailey, found him guilty of a \$1.2bn fraud on the depositors of the failed Bank of Credit and Commerce International.

Mr Gokal, 61, was convicted on two counts of conspiring with senior BCCI management to obtain illegal loans totalling \$1.2bn from the bank and of falsifying documents as part of an extensive cover-up.

He was remanded in custody and will be sentenced on May 6.

Mr Chris Dickson, the Serious Fraud Office lawyer who heads the BCCI inquiry team, said: "Gokal's actions have brought despair to hundreds of

thousands of ordinary people who put their savings into BCCI."

The fortunes of BCCI and the Gulf Group had always been deeply intertwined, with Mr Gokal enjoying close personal links with the bank's founder Mr Agha Hasan Abedi. The prosecution claimed the fraud played a significant part in the bank's collapse in 1991. From the mid-1980s, the bank granted Gulf huge unsecured loans even though Mr Gokal and senior BCCI management knew Gulf was hopelessly insolvent.

To cover up the loans, documents were falsified on a vast scale.

In April 1987, following the appointment of accountants Price Waterhouse as auditors of all parts of BCCI, Mr Gokal and fellow conspirators created a number of shell companies to make it look as though Gulf was trading with

genuine third parties. Money from BCCI was laundered through conduit accounts at two New York banks, Security Pacific and French American. The cash then went to Gulf and the companies it secretly controlled.

Part of the money was returned to BCCI to make it appear the companies were keeping up payments on their loans, and the rest was used to keep Gulf afloat.

Junior employees at Gulf's Geneva headquarters acted as nominee directors of the companies and were made to sign thousands of fabricated documents to be presented to Price Waterhouse.

After BCCI collapsed, Mr Gokal fled to Pakistan. He was arrested in 1994 at Frankfurt while attempting to fly to the US and extradited to Britain.

Account closed, Page 8

EU warns Seoul on campaign against imports

By John Burton in Seoul

The European Union yesterday threatened to take South Korea's "frugality" campaign to the World Trade Organisation, saying it amounted to a non-tariff barrier against foreign consumer products. South Korean media and civic groups, some financed by the government, have mounted campaigns against imports since Mr Kim Young-sam, the president, called last summer for less "luxurious consumption" to help cut the country's record current account deficit of \$24bn.

Mr Leon Brittan, EU trade commissioner, said in a letter to the South Korean foreign minister yesterday: "The anti-import climate resulting from this campaign is directly damaging the interests of Korea's trading partners."

Seoul argued that the anti-import campaign had been led by citizens' groups and not the government. "Personally I think it is not appropriate to target any specific luxury items or specific classes of people in these campaigns," said Mr Kang Kyung-ahk, the Korean finance minister.

But Mr Brittan cited numerous actions against foreign imports by government officials including undue delays in customs clearance, higher import duties and excessive testing and labelling requirements.

He said administrative "harassment" by officials was so widespread and systematic that intervention by the government was now necessary to end it. Seoul should instruct officials "to apply laws and administrative provisions in an even-handed and non-discriminatory way" and discipline those who did not.

Unless Korea acts by May 15, the frugality campaign is likely to be discussed at the Organisation for Economic Co-operation and Development ministerial meeting in late May and could lead to an EU request for formal consultations under the WTO "within a few weeks".

Consumer goods imports, which account for 11 per cent of Korea's total imports, fell by 1.5 per cent in February, the first fall since July 1993, the finance and economy ministry reported yesterday. It blamed an economic slowdown rather than the frugality campaign.

"There is no doubt the Korean economy is currently in serious trouble," said Mr Kang. The Citizens' Movement Centre for Anti-Overconsumption, the group leading the frugality campaign, threatened to stage a national boycott against foreign products if the EU and US continued to press Korea on the issue.

THE LEX COLUMN

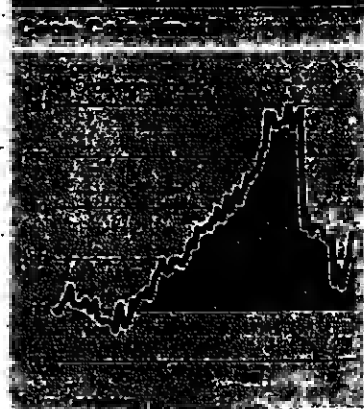
Battling bottlers

Coca-Cola Amatil's A\$3.7bn (\$2.5bn) acquisition of the group's joint-venture bottling business in the Philippines continues the consolidation of Coca-Cola's distribution network. And it demonstrates again how the group has stolen a march on PepsiCo in the international market place. Coca-Cola bought into the Philippines bottling business in 1981 to strengthen its market position. This transaction increases its share of Filipino profits via its holding in Amatil, and Coke should make a profit as well. Moreover, the acquisition will strengthen Amatil's position as Coca-Cola's anchor bottler in Asia and the fast growing eastern European markets.

There are more deals to come in areas such as Italy and Spain, since the strategy of developing anchor bottlers has been an undoubted success. It has driven sales of Coca-Cola concentrate, while shifting the capital intensive and low margin side of the soft drinks business to a group of financially robust associates. Contrast this with PepsiCo's performance. It recently lost its hot-ter in Venezuela, one of its strongest markets. Its largest non-US bottler, Beca, goes from bad to worse. And even its successful UK associate, Britvic, is causing strategic problems - PepsiCo's partner is proving unwilling to sell out.

At least the Amatil deal has a silver lining for PepsiCo. A stronger Amatil should start pushing up soft drink prices in eastern Europe, and that will benefit its main international competitor.

FTSE Eurotrack 200:
2151.0 (-22.1)



has halved to around 6 per cent. Simple arithmetic dictates, therefore, that returns across the industry must fall. Nor is there much point in hoarding cash for acquisitions, since most companies are now so large that an agreed merger is the only practical solution. So handing back more cash to shareholders is starting to make sense.

The big US and UK drug companies already pay out 40 per cent or more of their earnings. In continental Europe, however, this kind of thinking is still sadly lacking. Astra's pay-out ratio is only 22 per cent, while Roche's is a mere 17 per cent. They should either follow the example set by Novartis or justify why they are not doing so.

Labour manifesto

If the Tory manifesto was a stodgy and occasionally over-rich pudding, the Labour party's offering is a soufflé - elegant, but mainly supported by hot air. A gaping vacuum continues to separate Labour's grandiose rhetoric from the modest policy proposals which purport to underpin it. From a UK electoral point of view this makes obvious sense; when the party's lead looks so well-entrenched, why risk controversy by adding substance? For investors, however, the gap is inevitably troubling. There are bound to be lurking worries that, in government, Labour's ambitions could push it into new and unpredictable policy moves.

Yet against that has to be weighed the extraordinary distance Labour has travelled. Not only does yesterday's manifesto include a paean for healthy profits; even some of the dodgier recent wheezes seem to have been quietly dropped. Labour's policy on rail privatisation has been vastly toned down. There is no mention of constraints on takeovers. As for "stakeholding", the word is conspicuously absent.

But a concrete worry remains: for all its talk of nurturing investment, Labour could end up misguidedly raiding the corporate sector to get out of the fiscal box it has locked itself into. The manifesto promises a review of the corporate and capital gains tax regimes to promote "long-termism". So if a Labour government ended up taking a crack at the pension funds' much-loved dividend tax credit, they could hardly complain they were not warned.

See additional Lex comment on United Assurance, Page 20

Japanese cabinet moves on leasing land to US military

By William Dawkins in Tokyo

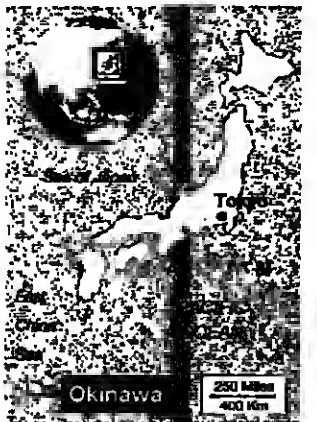
The Japanese cabinet yesterday endorsed a controversial proposal to allow it to force landowners in the southern island of Okinawa to lease land to the US military, against bitter opposition from residents.

The plan is the biggest test for the minority Tokyo government since it took office last October, as well as another challenge for US-Japanese security relations.

The bill will go to a divided parliament today and Mr Ryutaro Hashimoto, the prime minister, wants it to become law before leaving for the US on April 24 for his next summit with President Bill Clinton.

The measure is urgent because 3,000 Okinawa leases, including one for the island's main military airfield, expire on May 14.

But Mr Hashimoto's coalition partners, the pacifist Social Democratic party and New Harbinger party, share the islanders' opposition to US



Japan's equivalent of a defence minister, added that the country would "lose the trust of the international community" if it failed to guarantee security of tenure for US troops.

Okinawa landowners have refused to renew leases, out of resentment at having to shoulder what they see as an unfairly large share of Japan's military burden. The Okinawa government is committed to riding the island of US troops.

The island, 1,600km south of Tokyo, hosts two-thirds of the 47,000 US troops stationed in Japan and provides three-quarters of the Japanese territory used by the US military. It is seen by both national governments as vital to east Asian regional security.

Okinawan objections to the US military exploded two years ago after a Japanese schoolgirl was raped by three US servicemen. Public disgust spread beyond Okinawa to the rest of Japan, opening up cracks in the consensus in favour of the security pact with the US since the collapse of the Soviet Union in 1991.

French urge Airbus partners to retain plants

Continued from Page 1

German, Aerospaciale is understood to accept that while this could change in theory, it is unlikely to do so in practice. Aerospaciale is believed to be arguing that all international organisations take nationality into account when making appointments.

Aerospaciale's views are part of the debate over how Airbus should transform itself to

compete with Boeing of the US, the world's largest aircraft maker, which itself plans to take over McDonnell Douglas.

The French group's position is that turning Airbus into a limited company is no panacea and will not automatically equip it to compete with Boeing. French observers say there is even a possibility, albeit a tiny one, that Aerospaciale will argue that Airbus should retain its GIE status.

As a GIE, Airbus makes no profits or losses in its own name and does not publish accounts.

Aerospaciale is also understood to be arguing that each of the four partners should maintain a strong manufacturing and research presence. It is concerned that if all research is taken over by Airbus, links with research institutes and other companies in the four countries will be lost.

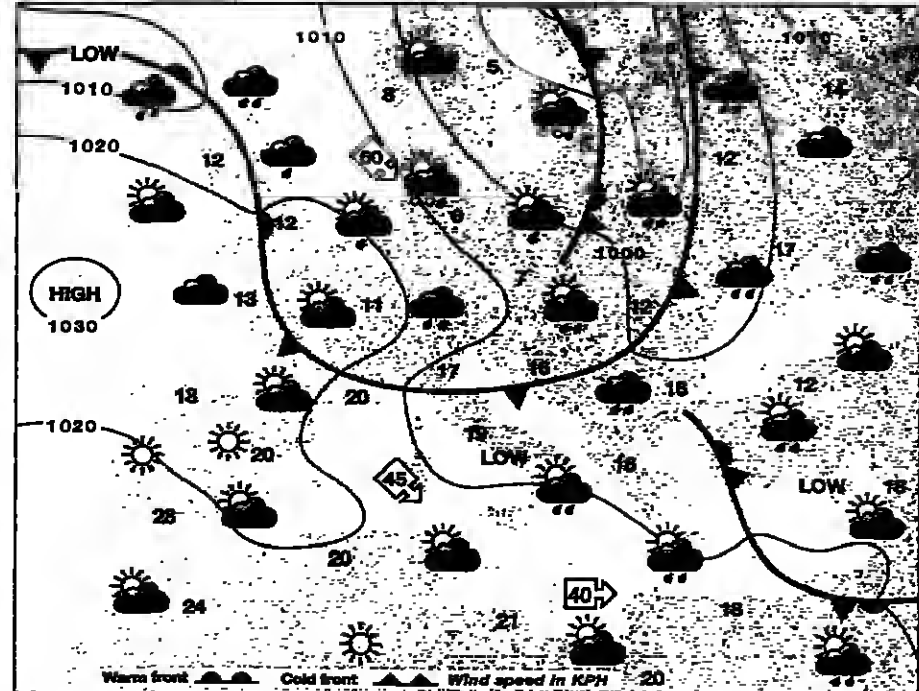
FT WEATHER GUIDE

Europe today

A north-westerly flow will push cooler air into southern Scandinavia and towards the northern slopes of the Alps and the Carpathians. Heavy showers will affect northern parts of Germany and Poland. The disturbance will bring rain to western Russia, Belarus and parts of the northern Balkans. A wedge of milder air will move eastwards across the British Isles resulting in an abundance of cloud and some heavy rain in western Scotland, Wales and north-western England. Most of Italy, southern France and the Iberian peninsula will continue fine and sunny.

Five-day forecast

A front stretching from Scotland to the Alps will produce rain in England, the Benelux and most of Germany tomorrow. High pressure will promote more settled conditions on Sunday. The east and south-east will stay cool and unsettled.



TODAY'S TEMPERATURES

Abu Dhabi	sun 28	Beijing	sun 17	Caracas	sun 29	Faro	sun 21	Madrid	sun 22	Panama	sun 37
Accra	sun 28	Bombay	sun 28	Cardiff	sun 12	Frankfurt	sun 21	Majorca	sun 21	Reykjavik	sun 1
Algiers	sun 20	Buenos Aires	sun 20	Chicago	sun 12	Geneva	sun 19	Manila	sun 21	Rio	sun 28
Amsterdam	sun 10	Dakar	sun 20	Cologne	sun 16	Glasgow	sun 16	Maracaibo	sun 21	Rome	sun 18
Athens	sun 19	Dhaka	sun 24	Dallas	sun 24	Hamburg	sun 18	Medan	sun 27	Sao Paulo	sun 18
Bahia	sun 25	Delhi	sun 29	Helsinki	sun 24	Hong Kong	sun 22	Montevideo	sun 27	Singapore	sun 31
Bangkok	sun 28	Istanbul	sun 27	Kuala Lumpur	sun 27	London	sun 14	Moscow	sun 13	Stockholm	sun 5
Bombay	sun 28	Manila	sun 27	Lima	sun 24	Mumbai	sun 27	Nairobi	sun 18	Sunderland	sun 13
Buenos Aires	sun 20	Medan	sun 27	Paris	sun 14	Osaka	sun 21	San Francisco	sun 18	Taipei	sun 24
Calcutta	sun 28	Montevideo	sun 27	Perth	sun 14	Seoul	sun 21	Sao Paulo	sun 18	Tokyo	sun 19
Cairo	sun 28	Stockholm	sun 5	Singapore	sun 31	Sydney	sun 27	Taipei	sun 24	Winnipeg	sun 10
Cape Town	sun 20	Sunderland	sun 13	Taipei	sun 24	Toronto	sun 12	Wellington	sun 18	Zurich	sun 11

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